

The NCO Journal

Vol. 13, No. 3

July 2004

A Quarterly Forum for Professional Development



The Best of the NCO Journal

Page 30

The NCO Journal

Vol. 13, No. 3

July 2004

PUBLISHER

Sgt. Maj. of the Army Kenneth O. Preston

BOARD OF DIRECTORS

Lt. Col. John K. Kirby, Commandant;
Command Sgt. Maj. James E. Dale, CSM;
Sgt. Maj. Jesse McKinney, Secretariat

EDITOR-IN-CHIEF

Master Sgt. Lisa Hunter

MANAGING EDITOR

David B. Crozier

PHOTOJOURNALISTS

Sgt. Chad T. Jones
Sgt. Jimmy Norris

The NCO Journal is a professional publication for Noncommissioned Officers of the U.S. Army. Views expressed herein are those of the authors. Views and contents do not necessarily reflect official Army or Department of Defense positions and do not change or supersede information in other official publications.

Our mission is to provide a forum for the open exchange of ideas and information, to support training, education and development of the NCO Corps and to foster a closer bond among its members.

The Secretary of the Army approved funds for printing this publication in accordance with provisions of AR 25-30.

Distribution: The *Journal* is distributed through the U.S. Army Publishing Agency, Distribution Operations Facility, 1655 Woodson Road, Overland, MO 63114-6128 (Phone: (314) 263-7305 or DSN 693-7305). Units or offices with valid publications accounts can receive the *Journal* by having their publications office submit DA Form 12-99 for inclusion in the 12-series requirements (12-05 Block 0041).

Submissions: Print and visual submissions of general interest to the NCO Corps are invited. Unsolicited submissions will not be returned. Photographs are U.S. government-furnished, unless otherwise credited. Prospective contributors are encouraged to contact the *Journal* to discuss requirements. Our FAX number is DSN 978-8540 or (915) 568-8540. Or call, (915) 568-8550/9069 or DSN 978-8550/9069. Our e-mail is: ATSS-SJ-NCOJOURNAL@bliss.army.mil

Letters: Letters to the editor must be signed and include the writer's full name and rank, city and state (or city and country) and mailing address. Letters should be brief and are subject to editing.

The NCO Journal (ISSN 1058-9058) is published quarterly by the U.S. Army Sergeants Major Academy, 11291 SGT E Churchill St., Fort Bliss, TX 79918-8002. Periodicals postage is paid at El Paso, Texas and at additional mailing offices.

POSTMASTER: Send address changes to The NCO Journal
Commandant, USASMA
ATTN: ATSS-SJ, Editor
11291 SGT E Churchill St.
Fort Bliss, TX 79918-8002

Leadership

Sparks knows what NCOs bring to the battlefield

New CAC Command Sergeant Major talks about his deployment in Iraq and the Soldiers he worked with.

— Page 6

Training

Reintegration

New Deployment Cycle Support program helps Soldiers to make the transition from combat and extended deployments to life back home easier.

— Page 14

On Point

First Sergeant Major of the Army recalls a lifetime of change

Sergeant Maj. of the Army Wooldridge talks candidly about the Army he knew when he enlisted and how it has transformed into today's Army.

— Page 23

On the cover...

To commemorate this special 64-page issue of the NCO Journal we gathered some top-notch Soldiers from around the Fort Bliss area to set the tone. In front kneeling (left to right) Command Sgt. Maj. Kevin B. McGovern, 5th Battalion (PATRIOT), 52nd Air Defense Artillery, Fort Bliss, Texas, and Command Sgt. Maj. Henry P. Chin, 2nd Battalion, 116th Armored Cavalry, Idaho National Guard. Back row (left to right) Staff Sgt. Roger L. Hare, MIA1 Tank Commander, Company A, 2nd Battalion, 116th Brigade Combat Team, Idaho National Guard; Staff Sgt. Lisa Meeks, Food Service NCO, Battery D, 2nd Battalion, 1st Air Defense Artillery, Fort Bliss, Texas; Sgt. 1st Class Randy Bustamante, Drill Sergeant, Battery B, 1st Battalion, 56th Air Defense Artillery Regiment, Fort Bliss, Texas; Sgt. 1st Class John L. Young, Senior Small Group Instructor, NCO Academy Primary Leadership Development Course, Fort Bliss, Texas; Staff Sgt. Dennis Mora, Dismount Squad Leader, Co. B, 1st Brigade 163rd Infantry Battalion, Montana Army National Guard; Sgt. Craig Berre, Flight Medic, 1256th Medical Company, Montana Army National Guard; Spc. G. W. Bush, Headquarters and Headquarters Company, 5th Battalion 52nd Air Defense Artillery, Fort Bliss, Texas; and Spc. Peter Springer, Command Group Headquarters and Headquarters Company, 5th Battalion 52nd Air Defense Artillery, Fort Bliss, Texas. (Photo by Master Sgt. Lisa Hunter)



U.S. Army photo

Sgt. Maj. of the Army Kenneth O. Preston discusses the importance of safety during the summer season, especially when driving privately owned vehicles. POV accidents account for more than 45 percent of non-combat Soldier deaths each year.

Preston urges Soldiers to be safe this summer

Sgt. Maj. of the Army Kenneth O. Preston:

The past few months have been extremely trying for Soldiers and their families around the world. We recently completed the largest overseas deployment and redeployment of forces since World War II. Nearly 250,000 Soldiers along with thousands of vehicles and aircraft were moved around the world. A great deal of credit belongs to the Soldiers and civilians involved in making it happen seamlessly. Your efforts have been vital to our continued success in the Global War on Terrorism. This operation was a good news story that did not make it onto the 6 o'clock news.

We also paid tribute to our World War II veterans and our Army celebrated its 229th birthday. We owe a great deal to our grandparents and parents who sacrificed so much to defeat tyranny and helped keep the world safe for 60 years.

The summer season is upon us and, fortunately, many of our troops have returned home to their loved ones and will be able to take a much needed break. Don't forget safety as you head out on long drives or hit the beach with your families. The Army Safety Center, <http://safety.army.mil>, is a great place to get the latest tips on preventing heat injuries, summer safety and the Army's Safety Campaign Plan. We continue to lose too many Soldiers to accidents. This Web site is a great place for unit leaders to start putting together a safety program for their units.

I also recommend you take a look at <http://www.armyonesource.com>. This Web site is a great source of information and contacts for dealing with the stresses of daily life. The site includes financial calculators, childcare locators, self-assessments, healthcare tips, news articles and other useful links. It's a great site for unit leaders and Soldiers returning from a deployment or training exercises.

This issue is one I strongly encourage Soldiers to keep with their leader books. It's a special 64-page double issue with half

of it dedicated to the "best of the *NCO Journal*." These articles include ones that have run since the first issue in the Spring of 1991. They include stories on preparing for promotion boards, securing assignments, how to succeed at the battle staff and first sergeant courses. All of the articles are updated to reflect new policies and doctrine.

You'll also find the latest on Army Transformation efforts to include stabilization, rebalancing, reorganization and modernization. The deployment reintegration training efforts in Europe and CONUS are also featured.

The article on military vehicle safety is one I ask each of you to pay special attention to. With the high pace of operations both on and off duty, all Soldiers and leaders must work harder to identify and teach those around us about potential hazards.

It's also fitting that there's an NCO history timeline in this issue. NCOs make daily contributions that often go unnoticed. Our legacy is something we should be proud of and strive to learn more about.

Finally, I would like to say thank you to the *NCO Journal's* outgoing editor, Master Sgt. Lisa Hunter. Master Sgt. Hunter has been with the *Journal* for two years now and has spearheaded the magazine's revitalized look and content that makes it a tremendous tool for all Soldiers. She and her staff have put in countless hours to track down subject matter experts and information to help make our Corps a success. I appreciate her talent and dedication. It shows in every issue.

HOOAH!

*Kenneth O. Preston
Sergeant Major of the Army*

Fall In

Enlisted selection board system

The ESBS eliminates the need for hardcopy promotion board files on Soldiers and presents the Official Military Personnel File (OMPF), photo, Enlisted Record Brief (ERB) and memorandum to the board president (if submitted) to the voting members as an electronic file.

NCOs can review their electronic board file via the EREC Web site at <https://www.hrc.army.mil>, click on HRC Indianapolis (EREC), and then click on "Promotion File".

Within the promotion file there are several tabs (OMPF, Photo, ERB and Statements).

NCOs eligible for a board should check the OMPF for missing or incorrect documents, review the photo to ensure it is current and represents their present appearance and screen the ERB to ensure the data is correct. Also, NCOs eligible to be considered for command sergeant major must process an acceptance or declination statement.

Soldiers who do not want to be considered for promotion to sergeant major or attendance at the Sergeants Major Course can sign a declination statement.

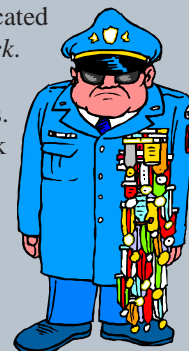
Memorandums written to the board president

are scanned into the electronic board files for presentation to board members.



Building the perfect rack

Soldiers in need of assistance to ensure their Army awards are in the proper order of precedence will find digital assistance just a mouse click away at the Army National Guard Web site's "Ribbon Rack Builder" located at <http://www.arnng.army.mil/tools/ribbonrack>. The Web-based tool allows Soldiers to click on the color pictures of each of their ribbons. After selecting the appropriate ribbons, click on the "Build My Rack" button at the bottom of the page. The site will then display the selected ribbons in their order of precedence. The site also features an acronym finder and the Army Physical Fitness Test worksheet.



CID looking for new recruits

The U.S. Army Criminal Investigation Command (CID) has an all-points bulletin out for qualified Soldiers interested in becoming highly trained criminal investigators.

Agents receive training at the U.S. Army Military Police School and advanced training in a wide range of specialized investigative disciplines.

Some specialties include polygraphs, counter-narcotics, economic-crime investigations, computer crime and many other specialties in the criminal investigation field.

With more than 120 offices, CID provides the Army with worldwide support.

To qualify, applicants must be U.S. citizens, at least 21 years old, a sergeant or below with at least two years of service and not more than 10.

Soldiers interested in becoming CID Special Agents are encouraged to contact their closest CID office or

visit CID's Web site for more information at <http://www.cid.army.mil>.

Changes to NCOES

Training and Doctrine Command (TRADOC) has directed the elimination of the Advanced NCO Course (ANCOC) Common Core Phase I and the implementation of a revised Basic NCO Course Common (BNCOC) Core Phase I effective Oct. 1. TRADOC also directed that the NCO Education System be redesigned to accommodate the current combat operating environment.

This redesign will redirect five current ANCOC Common Core lessons and add new lessons developed from lessons learned from the Iraqi and Afghani battlefields to the Basic NCO Course. The projected implementation dates are Oct. 1 for the active force and Jan. 1 for the Reserve forces.

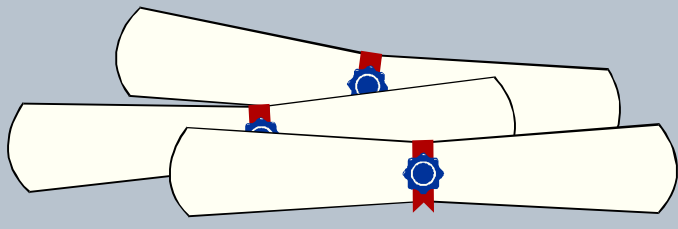
For questions contact, Sgt. Maj. Agnes Bennett-Green, at agnes.bennett-green@bliss.army.mil.

Officials warn against diploma mills

Expect to get promotion points for a college degree that requires no class work or tests? Think again, warn Department of Defense education specialists.

A diploma mill, a college or university that operates primarily to make money, often offers college credit for life experiences rather than any formal education. Diploma mills prey on people who are often too busy to attend classes. The schools often aren't properly accredited and issue degrees without ensuring the student is educated in the degree areas. Army Education Centers can verify a school's accreditation.

The Army will not recognize a degree from a non-accredited school. For more information on school accreditation, visit <http://www.ed.gov>.



Fall In

Citizenship eligibility for Soldiers



Members of the U.S. military interested in applying for citizenship may be eligible to apply under special provisions of the Immigration and Nationality Act. The U.S. Citizenship and Immigration

Service has created a streamlined process for active duty and recently discharged military personnel.

To qualify, Soldiers must meet the following criteria: honorable service in the U.S. military for one year or more, a lawful permanent resident of the United States and still serving in the military or within six months of being discharged. Soldiers who serve during an authorized period of conflict are also eligible to apply (Sept. 11, 2001 and after qualifies as an authorized period of conflict).

Members of the military pay no fees when filing for naturalization.

Interested Soldiers can obtain the appropriate forms and a copy of the handbook, *A Guide to Naturalization*, by calling (800) 870-3676 and requesting the *Military Packet*.

Additionally, the Soldier's Guide to Citizenship Application is available at <https://www.perscomonline.army.mil/tagd/psd/ins.htm>.

Global War on Terrorism Medals

The Defense Department announced approval of the Global War on Terrorism Medals. These medals recognize the significance Soldiers bring to bear in combating terrorism in all forms throughout the world — for both current and future operations.

The medals are issued in two categories: expeditionary and service.

The expeditionary medal is for those who deploy to designated combat areas, and the service medal is for those who serve in support of operations to combat terrorism.



Soldiers authorized the Global War on Terrorism Expeditionary Medal must have deployed overseas for service in the Global War on

Terrorism operations between Sept. 11, 2001, and a future date to be determined by the Secretary of Defense.

Initial award of the expeditionary medal is limited to personnel deployed abroad in Operation Enduring Freedom and Operation Iraqi Freedom. The area of eligibility encompasses the United States Central Command area (less the lower Horn of Africa); Middle East; Eastern Turkey; Philippines; Diego Garcia; and all air spaces

above the land and adjacent water areas.

Each combatant commander has the authority to approve awarding of the expeditionary medal for personnel deployed within their theater of operation. Under no circumstances are personnel in the United States eligible for the expeditionary medal.

Soldiers must be assigned, attached or mobilized to a unit participating in designated operations for 30 consecutive days or 60 nonconsecutive days in the area of eligibility. For more information and the complete list of eligibility criteria, go to <https://www.perscom.army.mil/tagd/tioh/Awards/GwotServiceMedal.htm>.

Volunteers for 'units of action'

A new online feature allows Soldiers to volunteer to serve in "units of action" at Fort Campbell, Ky., and Fort Drum, N.Y., for at least three years.

The 10th Mountain Division at Fort Drum and the 101st Airborne Division at

Fort Campbell will be the first units to use the new program known as the Personnel Lifecycle Unit Selection System (PLUS2).

Next in line to use PLUS2 will be select elements of 4th Infantry Division, based at Fort Hood, Texas.

Soldiers interested in volunteering should go to the Human Resources Command Web site at <https://www.hrc.army.mil> and click on the



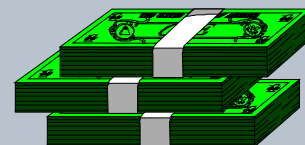
PLUS2 logo — a Soldier wearing a Kevlar helmet.

Soldiers with less than three years of active-duty service remaining on their enlistments must re-enlist or extend to qualify.

Savings plan for deployed Soldiers

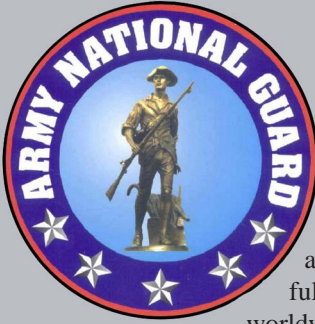
Deployed Soldiers have the opportunity to earn a guaranteed 10 percent interest on their savings annually through the Savings Deposit Program. Soldiers can contribute up to \$10,000 while deployed.

To make a deposit into the fund, Soldiers should contact their finance offices. Withdrawing the money before leaving the combat zone is not authorized unless there is an emergency. The last day to make a deposit into the fund is the date of departure from theater, however, interest will accrue up to 90 days after return from deployment.



Fall In

AGR Soldiers wanted



The Active Guard and Reserve Program has added approximately 300 new assignment opportunities this year.

Another 975 positions will become available this fiscal year through normal attrition. AGR Soldiers serve in full-time, active-duty positions in worldwide locations.

The program provides AGR Soldiers with the same benefits as their counterparts in the active Army.

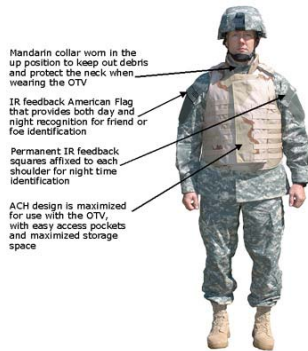
The AGR program is open to Soldiers who serve in the Army Reserve, the Army National Guard and the active Army. To download an application packet, Soldiers can visit the AGR portion of the U.S. Army Human Resources Command Web site at <https://www.2xcitizen.usar.army.mil/soldierservices/programs/agr/agrprogram.asp> or call (800) 318-5298.

Army to field new uniform

The Army will be fielding a new combat uniform designed by NCOs and tested by Stryker Brigade Soldiers in Iraq since October.

Three different versions of the Army Combat Uniform (ACU) have been developed, and more than 10,000 uniforms were produced and dragged through the sand in Iraq and at Army training centers. Even more are on American production lines to be issued by April 2005 to

Soldiers in deploying units. Fielding to the total Army should be complete by December 2007, said officials from the Program Executive

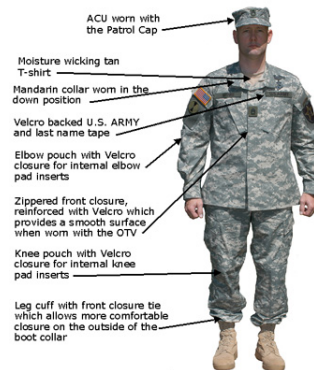


Office, known as PEO Soldier. There were 20 changes made to the uniform, to include removing the color black and adapting the digital print from the Marine Corps uniform to meet the needs of the Army.

The bottom pockets on the jacket were removed and placed on the shoulder sleeves so Soldiers can have access to them while wearing body armor. The pockets were also tilted forward so that they are

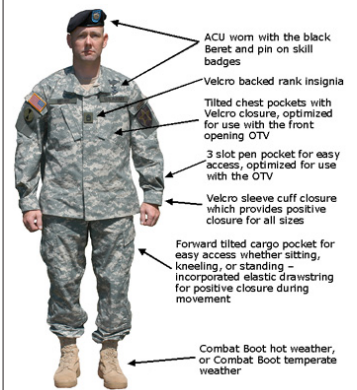
easily accessible. Buttons were replaced with zippers that open from the top and bottom to provide comfort while wearing armor.

Patches and tabs are affixed to the uniform with Velcro to give the wearer more flexibility and to save the Soldier money. Soldiers can take the nametapes and patches off their uniforms before laundering, which will



add to the lifecycle of the patches.

The ACU will consist of a jacket, trousers, moisture



wicking t-shirt and the brown combat boots.

It will replace both versions of the BDU and the desert camouflage uniform.

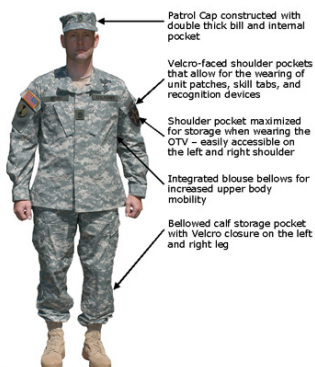
The black beret will be the normal headgear for the ACU, but there is a matching patrol cap to be worn at the commander's discretion.

At \$88 per uniform, about \$30 more than the BDU, Soldiers will eventually reap gains in money and time by not having to take uniforms to the cleaners or shine boots.

Korean Defense Service Medal

Congress has authorized the Korean Defense Service Medal. Soldiers who served in Korea from July 28, 1954 to a future undetermined date are eligible. The medal became available in June. Soldiers currently on active duty will receive the medal via their units. Those retired or out of the service may apply by contacting their former service branches.

To qualify for the medal, Soldiers must have served in support of the defense of the Republic of Korea. Soldiers must have been assigned, attached or mobilized to units operating in the area of eligibility and have been physically deployed in the area of eligibility for 30 consecutive or 60 nonconsecutive days. Only one award of the medal is authorized for any individual. For more information and a complete list of eligibility criteria, go to https://www.perscom.online.army.mil/tagd/awards/KDSM_feb04.doc.



Fall In

Hire the Heroes

To help decrease the shortage of qualified auto repair technicians, a leading automotive industry group is joining forces with the U.S. military to match qualified military veterans with available jobs.

The Hire the Heroes initiative will give thousands of automobile dealers the opportunity to network with military outplacement personnel to develop relationships and ease the transition for veterans into service technician careers.



Statistics show the auto industry will need 35,000 people annually for new high-paying auto technician jobs and tens of thousands more for sales, finance and other jobs in auto dealerships in this decade alone.

Many of the dealers offer to train potential job seekers with the necessary ASE certifications.

For more information on Hire the Heroes, Soldiers may visit the ART Web site at <http://www.autoretailing.org/military> or the NADA Web site at <http://www.nada.org>.

Discount software for Soldiers

Computer savvy Soldiers and Army employees can now increase their software collections a little easier with help from the Army Small Computer Program's (ASCP) Employee Purchase Program.

Army announces new initiative for disabled Soldiers

The Department of the Army announced recently a new initiative that gives Soldiers wounded during the Global War on Terrorism an additional means of getting help once they are medically retired from the Army. The program is called the Disabled Soldier Support System, or DS3.

Through DS3, the Army provides its most severely disabled Soldiers and their families with a system of advocacy and follow-up to provide personal support and liaison to resources and to assist them in their transition from military service. DS3 links the Army and organizations such as the Department of Veterans Affairs and the many veterans' service organizations to the Soldier.

Through DS3, severely disabled Soldiers and their families are able to better understand what their future holds and how to access the services they may require with a phone call to (800) 833-6622 or online at <http://www.armyds3.org>.

Disabled Soldier Support System



New VA site assists OEF/OIF veterans

The Department of Veterans Affairs (VA) recently launched a new Web site which contains valuable information for Soldiers returning from Operations Enduring Freedom and Iraqi Freedom.

The site contains a wide range of benefits offered by the VA for returning veterans. Additionally it contains numerous links to other federal agencies and organizations that offer related benefits and services.

A selection of quick tips in the areas of benefits, transition assistance, medical, active-duty, family members and National Guard/Army Reserve are offered on the site. Visitors may also send questions about Operations Iraqi Freedom and Enduring Freedom veterans' benefits via e-mail to freedom@vba.va.gov. A selection of toll-free VA telephone numbers is also listed. Check out the site at <http://www.vba.va.gov/EFIF/>.



The ASCP expanded its program by increasing the products available for purchase by including Microsoft software. Soldiers can now buy Microsoft products at discounted rates.

The ASCP allows active-duty Soldiers, National Guard Soldiers, Reservists and civilian employees to buy personal computers and software at discounted rates.

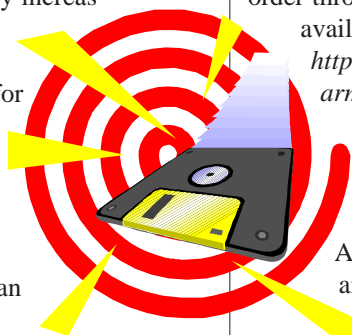
Microsoft is not the only company offering specials.

The program includes Apple, Dell, IBM, Hewlett Packard and Micron.

Products available for purchase range from top-of-the-line desktops and notebooks to I-Pods, digital cameras and printers.

All information needed to order through the ASCP is available on the Web site, <https://ascp.monmouth.army.mil>.

To participate in the program through ASCP, buyers need an AKO e-mail account and verification of being employed by the Army.



Did you know?

That the AH-64 Apache first came into service in 1984. It conducts rear, close and shaping missions including deep strike. It has a combat mission speed of 167 m.p.h., combat range of 300 miles, combat endurance of 2.5 hours, mission weight of 16,600 lbs. and carries HELLFIRE missiles, 2.75 inches rockets and a 30mm chain gun. The AH-64 is 49 feet 5 inches in length and has a crew of two.

CAC's new CSM knows what NCOs bring to the battlefield

By Master Sgt. Lisa Hunter

As the top NCO for 3rd Army, headquartered in Atlanta, Ga., Command Sgt. Maj. John D. Sparks saw first-hand what it takes to win a war and what NCOs bring to the battlefield. At the height of the Iraqi war, 3rd Army's deployed headquarters, the Coalition Forces Land Component Command, commanded

under pressure and whose contributions helped the Coalition forces win the war and enforce the peace.

"The NCO is the most powerful weapon we have. We have to make sure he or she is prepared to engage and destroy the enemy," said Sparks. After serving 18 months at 3rd Army, Sparks was recently reassigned as the command sergeant major for the Combined Arms Center, Fort Leavenworth, Kan.

During the year and a half Sparks was assigned to 3rd Army, he spent most of his time ensuring that NCOs were prepared for combat. According to Sparks, it's a process that – to be successful – must start long before they deploy.

Now, in his position as the Combined Arms Center command sergeant major, Sparks will carry that mission a step further by ensuring that Soldiers are properly trained for combat through the NCO Education System.

At 3rd Army, the headquarters of all the ground-combat units in Operation Iraqi Freedom, Sparks described his duties as "kind of fluid." Sparks described his job as something of a fact-finding mission, where he would visit NCOs and Soldiers and report their concerns and success stories back to the 3rd Army commander.

"A sergeant will certainly talk to you about what [he or she] needs and how their missions went. I find out information from them – what their roles in combat are – and take it back to the general," he explained. "Theater-level commands



Photo by Sgt. 1st Class David K. Dismukes, CFLCC Public Affairs

Command Sgt. Maj. John Sparks (left) talks with Coalition Forces Land Component Command (CFLCC) senior intelligence officer Maj. Gen. James Marks (center) and Lt. Gen. David McKiernan (right), CFLCC commander, about operations in central Iraq.

more than 15,000 Soldiers. Overall, CFLCC was the headquarters for nearly 200,000 Soldiers prepositioned for combat in Iraq.

CFLCC was responsible for theater-level resupply of forces, including the regeneration of units and individual Soldiers, the resupply of subsistence and ammunition, the R&R program, MWR programs and even the number of trucks crossing the Kuwaiti border into Iraq. But Sparks will tell you that we would have never won the war if it had not been for the professional performance of NCOs.

"I was impressed when I saw Soldiers taking care of sick and wounded, delivering supplies," said Sparks, speaking of 3rd Army Soldiers he observed on duty during the ground war. "I saw a specialist who is a medic stay past her shift to be with a patient. I saw a truck driver who volunteered to run another shift for his buddy who was tired."

Sparks spoke of Soldiers who sacrificed their opportunity to take R&R to stay and run missions and the many, many Soldiers he saw who epitomized grace



Photo by Sgt. Gustavo Bahena, CJTF 7 Public Affairs Office

Coalition Joint Task Force 7 Command Sgt. Maj. John Sparks (right) presents a coin to Sgt. Desmond Green, an M1-A1 tank loader with Company B, 3rd Battalion, 69th Armored Cavalry Regiment, 3rd Infantry Division, Fort Stewart, Ga.

don't win wars; small units that are forward deployed win wars and their successes are greatly based on the performance of NCOs."

To make sure those NCOs are well-trained and prepared to succeed, Sparks recommends that training focus on what makes NCOs to start with: marksmanship, unit training and precombat inspections and checks, he said. "Every Soldier is a warfighter. There is no separation, regardless of component – whether they are National Guard, Reserve or active duty. They are all Soldiers. We all have to live the Warrior Ethos. Every Soldier is a warrior and they have to train that way. It doesn't matter if the Soldier is a truck driver, a fueler or a medic. They all have to be trained to the same optimum level."

Sparks believes that Soldiers' training should include more than just basic Soldier skills. The Soldiers should know cultural issues and be sensitive to those host-nation concerns, such as religious beliefs. Soldiers should learn the differences between the Sunnis and Shiites.

"Our Soldiers are smart," he said. "[In Iraq] they adjusted their behavior based on who they were dealing with. And they taught other Soldiers to do the same."

Sparks recommended that Soldiers who are deploying talk to and learn from Soldiers who have just returned from deployment, especially to bone up on subjects such as improvised explosive devices. "There are Soldiers going into and coming back from theater all the time," he said. "Only a Soldier who has been there will tell you what you really need to know."

But there are other means for Soldiers to keep current on what's going on. Sparks recommended that Soldiers start with reviewing recently posted lessons learned on the Center for Army Lessons Learned Web site at <http://www.call.army.mil>.

He also believes Soldiers should do whatever they can to make themselves more physically fit. "When these Soldiers go out on patrol, they've got their weapons, basic loads of ammunition and sapper plates in their Ranger vests. They're carrying a lot of extra weight in extreme conditions, such as 130-degree heat in body armor. They need to be as physically fit as possible."

Training Soldiers to survive and succeed in combat is only part of building that powerful weapon, according to Sparks. Helping Soldiers prepare their families for extended separations is just as important as combat training.

"Squad leaders and platoon sergeants should help their Soldiers' families form a bond, so they can take care of each other during the deployment. We have to prepare our families for the eventuality of the Soldiers being gone for 12 months.



Photo by Sgt. Gustavo Bahena, CJTF 7 Public Affairs Office

(Left to right) Command Sgt. Maj. John Sparks, Sgt. Maj. Lawrence S. Stevens, Pfc. Adrian D. Revel and Coalition Joint Task Force 7 Commander Lt. Gen. David McKiernan cut a cake during the Army's 228th birthday celebration at the headquarters of CJTF 7.

Bonding between family members is just as important as bonding between Soldiers," Sparks explained.

The training doesn't stop when the deployment starts, he said. NCOs need to think about the next phase. "Think about where you want the Soldier to be by the end of the deployment. Where do you want him to be mentally, at what skill level, what job do you want him to be able to do? We need to look at how to retain Soldiers, so we can capitalize on their knowledge."

During the ground war, Sparks traveled throughout 3rd Army's area of responsibility, talking to Soldiers and NCOs about their concerns and challenges during the war and then reporting back to the 3rd Army commanding general on what he had observed.

"I was always proud when I saw a young sergeant at a checkpoint with a car-load of people coming toward him. Here's a 21- or 22-year-old Soldier taking charge in a life-or-death situation. It makes you proud to see a young sergeant working one or two pay grades above his grade," he said. "I am very proud of 3rd Army and the accomplishments of its Soldiers during the ground campaign. These Soldiers are heroes, not just in my view, but to the American public.

Even now that Sparks has moved to the Combined Arms Center, he insists that he did not leave a legacy at 3rd Army.

"I believe the organization leaves a legacy, not the command sergeant major and the commanding general," he said. "Third Army's legacy is that it's a warfighting headquarters capable of any real-world mission."

Now, Sparks is using his experience to build the NCO Corps' legacy in his new position. At the Combined Arms Center, he faces a new set of challenges, redesigning the NCO Education System for an Army at war. For Sparks, it all comes down to one issue: to build the Army's arsenal by training NCOs to be even more powerful weapons.

New initiatives may keep Soldiers in place longer

By Sgt. Jimmy Norris

Beginning in August, many Soldiers and their families can expect to stay at the same duty station longer thanks to the Army's new Force Stabilization initiatives.

"No longer will Soldiers move after three years just because it's time to leave," said Maj. Cheryl Moman, a former member of Task Force Stabilization, U.S. Army Human Resources Command (HRC) in Alexandria, Va. The task force originally was responsible for developing the Force Stabilization program. It now works as part of Deputy Chief of Staff for Plans (DCSPLANS), HRC and with Headquarters, Department of the Army G1 to facilitate policy changes and assist HRC officer and enlisted managers in implementing Force Stabilization Armywide.

Force Stabilization combines two strategies: stabilization and unit-focused stability. Together, Moman said, the strategies will synchronize Soldier assignments with unit operational cycles to support the Army's modularity initiative, reduce PCS moves and produce a more deployable, combat-ready Army.

Stabilization, which focuses on individual Soldiers, will be directed toward keeping Soldiers in the same units and on the same installations for longer periods of time based on



Because of the Army's Force Stabilization initiatives, many Soldiers will find it easier to make long-term commitments, such as purchasing a home near their duty station.

three factors: needs of the Army, leader development and personal preference.

There is no set timeline as to how long Soldiers will remain at one location, but generally they can expect to be at a continental United States (CONUS) post longer than typical tour lengths today.

The intent is to decrease personnel turbulence and stabilize Soldiers through certain milestones in their careers such as squad leader and platoon sergeant, keeping them in the same area as long as there are jobs for them to do and their leader development requirements are met, she said.

"But this does not mean that Soldiers are stuck in that unit – or any unit," Moman said. "If there is a job that [he or she] can fill on post, in a TDA position in another unit for example, then that may also be a choice given to the Soldier by his/her HRC assignment manager, as it supports the Soldier's stabilization, military career enhancement and needs of the Army."

Moman explained that if an installation had tactical and garrison units, Soldiers might be assigned to each for a period of time, as long as it meets the criteria of fulfilling the Army's needs, leader development and personal preference.

When the time comes for a Soldier to go on an unaccompanied tour, his or her family may be allowed to remain at the stateside duty station. When the unaccompanied tour is completed, the Soldier may have the option of returning to another job at the same post, she said.



Under the Army's Force Stabilization initiatives Soldiers will see a lot less of moving companies.

“Our culture is changing,” said Moman. “No longer will ‘homesteading’ be a bad word. The Army is encouraging Soldiers to stay at the same installation as long as they can. Of course, the Army still will have assignments requiring Soldiers to PCS. But, we will no longer discourage a Soldier from remaining on an installation for longer periods of time.”

Unit-focused stability will ensure all of the Soldiers in a unit will arrive at an installation as the unit resets, trains and deploys together. The lifecycle of a brigade-sized unit typically lasts 36 months during which it will have a 30-month ready window. Soldiers can expect to be deployed for six to 12 months during the ready phase. The rest of the cycle will be used for training.

This will lead to increased predictability for Soldiers and their families while increasing unit cohesion and readiness for commanders.

“Many studies have shown that units which arrive together, train together and deploy together are a much more cohesive force,” noted Moman. Eventually all Brigade Combat Teams or Units of Action will undergo Unit-Focused Stability.

The program also will lead to changes in the way the Army does business. Among the most notable is the focus of leader development, which will shift from “breadth” to “depth,” Moman said.

“Force Stabilization allows a Soldier to become an expert in his or her specialty by leaving them in units and assignments longer (depth),” she explained. “This contrasts from current paradigms that say a Soldier’s career needs to be more versatile and have experience at many different things in order to be successful (breadth).”

In addition to the dividends for developing leaders, Force Stabilization also offers benefits to families, Moman said. Because of the longer times spent at each duty station, families will be able to build real ties to their local communities. Longer tours may result in spouses having more job and long-term career opportunities and families pursuing home ownership. Also, as Soldiers are stabilized at the same posts, their children will be able to stay in the same schools longer.

Moman cautioned that there is a down side to the Force Stabilization initiatives.

“As we move to becoming a joint expeditionary Army, the focus will move from the individual Soldier to the unit. Soldiers may not have as many choices [for assignments] as they did before stabilization,” she said. “But we believe Soldiers will see the tangible rewards of family stability and predictability...and that it will prove advantageous to them in

the long run. Their career progression/promotion needs will be met, and – wherever possible – they may be afforded the option to remain at posts longer.” Longer assignments under Force Stabilization ultimately will mean better opportunities for Soldiers and their families. They will have more stability and predictability at their installations and units and the chance to establish roots within their communities as students, workers and careerists, homeowners, and as active community participants or civic leaders.

Force Stabilization will take place at all Army installations throughout CONUS during the fourth quarter of this fiscal year.



U.S. Army photo

Unit-focused stability will be enhanced under the Army’s Force Stabilization initiatives. The initiatives will ensure Soldiers will arrive at an installation as the unit resets, trains and deploys together. Soldiers can expect at the unit for at least the 36-month unit lifecycle.

Though all Soldiers in CONUS will be eligible for stabilization, the full effects of the program may not be evident for some time. In fact, as HRC manages personnel assignments to support the Global War on Terror, there may be more turbulence than less in the coming months as the Army pursues the long-term goal of stabilizing the force while meeting the immediate needs of the Army. But as HRC implements Force Stabilization throughout the Army and the force moves to “steady-state” execution in the future, the norm for Soldiers and their families will be longer tours in CONUS than the present-day Army affords.

Force Stabilization will affect Soldiers of all ranks, though primarily, Soldiers in the initial-entry stages of their careers will likely be the first to be stabilized. Every military occupational specialty (MOS) will be included in the program. However, some low-density MOSs, such as Military Intelligence and Signal, will be harder to stabilize than others, Moman cautioned.

“We believe [stabilization] will benefit the Soldier and his family first, enhance unit readiness and cohesion, and result in increased long-term Army readiness and combat capability,” she said.

Family care plan ensures Soldier readiness for duty

Sgt. Chad T. Jones

The Army continues to stay on the cutting edge of social change. Long gone are the days of the Women's Army Corps that offered very limited job opportunities for female Soldiers. Also gone are the days when women were discharged from the Army if they became pregnant.

Today's Army is a direct reflection of American society. Soldiers are marrying younger. The Army has a record number of dual-military couples – more than 20,000 couples, and an increasing number of single parents. According to the September 2003 Army Family Data Survey, the Army has more than 50,000 Soldiers on active duty that are either members of a dual-military couple with children or single parents. The survey doesn't account for National Guard and Reserve Soldiers nor does it state how many of these Soldiers have completed the mandatory packet that will provide care for their family members when they go to the field, deploy or simply have to pull a midnight shift of guard duty.

A family care plan is as essential to a Soldier's readiness as his or her field gear and weapon, according to Chief Warrant Officer Judy Weichert, a Military Personnel Technician at Forces Command, based in Atlanta, Ga.

"A family care plan is the means that Soldiers use to provide adequate and proper care for their family members when military duties prevent Soldiers from doing so themselves," said Chief Warrant Officer Judy Wiechert, a Military Personnel Technician at Forces Command.

"Family care plans must be made to ensure families are properly and adequately cared for when the Soldier is deployed, on temporary duty (TDY) or otherwise not available due to military requirements," said Sgt. Maj. Adolph George, G1 sergeant major, 10th Mountain Division.

Army Regulation 600-20, *Army Command Policy*, Chapter 5, Paragraph 5-5 outlines which Soldiers have to have a family care plan (See Graph).

Soldiers who are married to a civilian do not need to have a family care plan, but it is highly encouraged, said Wiechert "It will be a means to provide assistance to the non-military spouse



Photo by Staff Sgt. Bradley Rhen

Family care plans ensure families are properly and adequately cared for when the Soldier is deployed.

in the event they are injured, become ill or incapacitated, or are otherwise unable to care for dependent family members."

Individual units and organizations are responsible for starting and maintaining an effective family care plan program, said George. He added that leadership of the first-line supervisor is critical in maintaining a sound FCP program.

First, leaders must counsel those Soldiers who fit into one of the five categories concerning their need for an FCP and also inform them of what their complete FCP packet includes.

The four main forms that make up a complete FCP packet are DA Forms 5304-R, 5305-R, 5840-R and 5841-R

DA Form 5304-R is the Family Care Plan Counseling Checklist that the commander or designated representative fills

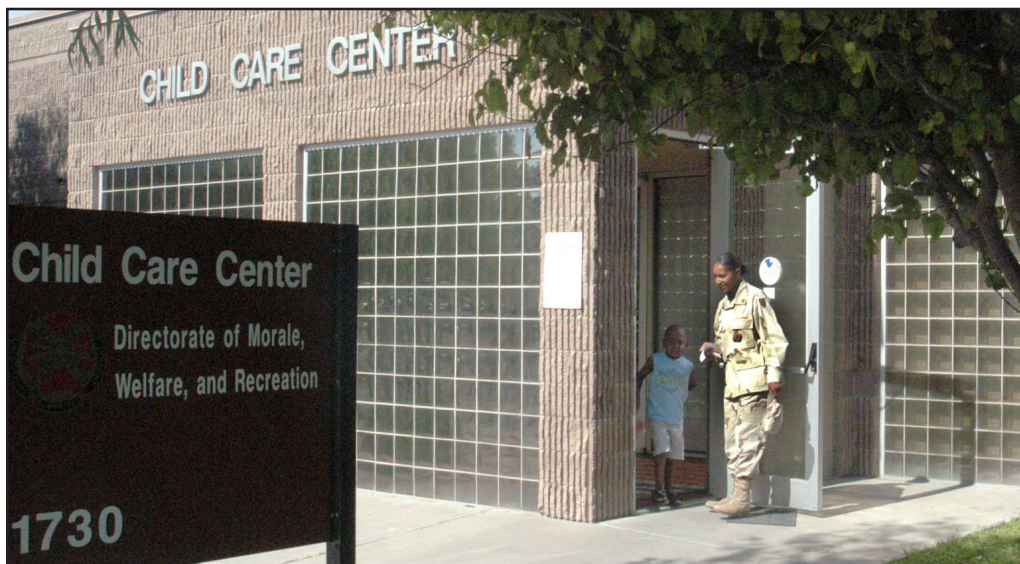


Photo by Sgt. Chad T. Jones

Family Care Plans are not just for temporary duty assignments and deployments, single parents and dual military couples also needed for the daily care of your family members while you are performing your daily military duties.

out with the Soldier. DA Form 5305-R is the actual FCP that the commander must approve. DA Form 5840-R is a Certificate of Acceptance as Guardians or Escort. This is a notarized document that indicates the guardian or escort accepts responsibility to care for a Soldier's family members. DA Form 5841-R is the Power of Attorney that the Soldier uses to designate the guardian or escort.

The Family Care Plan Packet must also include a completed *DD Form 1172*, Application of Uniformed Services Identification Care for each family member, *DD Form 2558*, Authorization to Start, Stop or Change an Allotment for Active Duty or Retired Personnel, unsigned until deployment, or other proof of financial support arrangement. It should also include a letter to the guardian or escort. According to Wiechert, this letter should include pertinent information, such as location of important documents (wills, ect), health care providers, procedures to access military or civilian facilities, services, entitlements and benefits on behalf of the family members.

The counseling should also include the possible consequences a

Who must have a family care plan?

- 1) Any pregnant soldier who has no spouse, whether because of separation, divorce, widowed or residing apart, or who is married to another servicemember.
- 2) Any Soldier who has no spouse – whether because of separation, divorce, widowed or residing apart – who has full or joint legal and physical custody of one or more family members under the age of 19 or any adult family member – regardless of age – who is incapable of self care.
- 3) Any Soldier who is divorced and has not remarried who by court decree has liberal or extended visitation rights that would allow for family members to be solely in the Soldier's care for more than 30 days at a time.
- 4) Any Soldier whose spouse is not capable of self care or is physically, mentally or emotionally disabled and requires special care or assistance.
- 5) Any Soldier married to another servicemember, a dual-military couple who have full or joint legal custody of one or more family members under the age of 19 or an adult family member – regardless of age – incapable of self care.

Soldier could face if they decide not to complete their FCP within the allotted time which is 30 days for active duty Soldiers and 60 days for Reserve Soldiers, according to George.

"Soldiers can receive a bar to reenlistment or be involuntarily separated (both enlisted and officers) for failing to have a Family Care Plan or adequately maintaining one," said Wiechert.

This punishment might seem harsh but the simple fact is Soldiers who require an FCP but choose not to fill one out are not considered eligible or available for overseas assignments or deployments "and should be considered for processing for separation from military service," said George.

The leader's second responsibility in regards to maintaining an FCP plan is ensuring their Soldier's FCPs are up to date.

According to George, FCPs need to be updated annually during the anniversary of the Soldier's birth month. This can be done by initializing and dating the original *DA Form 5305-R*. Soldiers must also renew their packets anytime something happens that could affect their FCP, such as death to a guardian, or whenever the Soldier is deployed, mobilized or processed for pre-deployment. These updates are mandatory to ensure all documents are current and legal.

Finally, leaders need to constantly remind their commanders of and emphasize the importance of a Family Care Plan.

"Bottom line up front is leaders must stay on top of this issue. It is very important and crucial and one invalid plan is too many," said George.

"A Family Care Plan helps a Soldier be available to perform military duties whenever and wherever based on the needs of the Army and be able to perform their duties without interference of family responsibilities," said Wiechert.

IGs are a valuable tool for any leader's toolbox

By Master Sgt. Lisa Hunter

Commanders and first sergeants cover a lot of areas to ensure their Soldiers are combat ready.

Coordinate with Training for weapons qualifications – check.

Touch base with Supply to ensure equipment maintenance – check.

Check with the Family Readiness Group to ensure families are in the information loop – check.

But sometimes they overlook one of the most important tools in their leader's toolbox: the Inspector General.

"Helping commanders stay combat ready is the primary concern of all Army Inspectors General. The readiness of the force is every IG's primary concern," said Army Inspector General Sergeant Major, Sgt. Maj. Peter G. Motta. Motta was sworn in to his position on Sept. 30, 2002. He is only the second sergeant major to hold the position. During his tenure, he has deployed to Iraq and Afghanistan to address IG issues in both theaters.

"IG NCOs are just like any other good NCO: They are experienced noncommissioned officers who are experts in their fields with a proven track record of excellent leadership, physical fitness and readiness, and a sharp appearance," Motta explained.

IG NCOs serve as the "eyes, ears and conscience" of the Army. The Inspector General Corps has a proud heritage dating back to Oct. 29, 1777, when General George Washington decided he needed an Inspector General Corps to ensure the Continental Army was trained and ready, Motta explained. The Inspector General would be the commander's agent to ensure the tactical effectiveness of the Army. He oversaw the training of the entire Army to ensure troop proficiency and standardization of tactics. The IG answered only to the Army chain of command.

Congress approved Washington's request on Dec. 13, 1777. The Congressional resolution stated that the Inspector General would do the following:

- Review the troops;
- See that officers and Soldiers were instructed in exercise maneuvers established by the Board of War;
- Ensure that discipline be strictly observed; and
- Ensure that officers command properly and treat Soldiers with justice.

Not much has changed since Maj. Gen. Von Steuben – better known as Baron Von Steuben, the author of the Army's Blue Book – was appointed as the

first Army Inspector General on May 1, 1778. Today, Inspector General officers and NCOs have the same four core functions that Von Steuben did, according to Motta:

1. Inspections – Inspectors General examine systemic problems within the Army. Their charter is to find the root cause and recommend solutions to solve problems that impact on Army readiness.
2. Assistance – IGs provide Soldiers, family members, civilians, retirees and leaders of all ranks with an avenue to find solutions to problems. IGs complement the chain of command; they don't replace it.
3. Investigations – IGs ensure that all leaders meet the standards Soldiers and the American people expect and demand of the United States Army. The investigations promote everyone's confidence in the chain of command by demonstrating that Army leaders are always held to high standards.
4. Training – IGs teach and train Soldiers and leaders on standards as stated in Army regulations and other policies. The IGs share good news, good ideas and solutions to problems with all the units in their area of responsibility.

Today's IG NCOs are subject-matter experts in their career fields with a broad base of experience gained during their



U.S. Army photo

Sgt. Maj. Peter G. Motta, the Army Inspector General Sergeant Major, spent time in both Iraq and Afghanistan dealing with IG issues and assisting commanders.



Photo courtesy of 10th Mountain Division Public Affairs Office

Master Sgt. John Bosco, IG NCOIC, 10th Mountain Division, Fort Drum, N.Y., takes a ride on a resupply mission to Shkin, Afghanistan. IG NCOs traveled throughout the theater of operations assisting commanders and Soldiers with concerns and issues.

careers. They become IG NCOs through a nominative process that selects only those who have the highest standard of performance, potential, appearance and physical fitness, Motta said.

Inspectors General offer a vast resource commanders and NCO leaders can use to increase their units' readiness and efficiency, by providing them with a free, trusted and confidential source that will help make their units more successful, Motta explained.

"During deployments in Iraq and Afghanistan, Inspector General NCOs conducted convoy operations, cordon and search missions and building clearing missions," Motta said. "They took on the mission of ensuring that all Soldiers were properly equipped by locating and issuing shortage items to Soldiers."

The IG NCOs also worked with National Guard Soldiers to ensure they received all of their entitlements. They worked on personnel issues ranging from medical treatment to promotions and awards. They also worked to resolve concerns with equipment maintenance, water purification and camp security, Motta said.

"Every Soldier should know that the IG works with the chain of command, not in place of it," Motta explained. "We always ask Soldiers, 'Have you used your chain of command yet?'"

"We are the fair and impartial fact-finders who are there to help solve problems at all levels of the Army structure. We're the conscience of the Army. We ensure that Soldiers meet the standards and maintain the Army values."



Photo courtesy of 10th Mountain Division Public Affairs Office

Besides helping commanders with issues, IGs also provided support during convoy operations. Above, members of the 1st Battalion, 187th Infantry, 10th Mountain Division prepare to depart on a convoy mission in Afghanistan.

DCS helps Soldiers, families following deployments

By Sgt. Jimmy Norris

Soldiers returning home from deployments face a potentially stressful situation when attempting to readjust to life outside of the combat zone. After spending a year or more in a mentally and physically taxing environment away from home, family and loved ones, Soldiers may have to re-learn the skills necessary for survival in day-to-day life.

"I believe that this is a lesson learned from both Vietnam and [Operation] Desert Storm. When our Soldiers came back from Desert Storm we held a parade for them and then let them go – put them straight on leave and didn't allow for an adjustment period," said Command Sgt. Maj. Michael Gravens, command sergeant major for U.S. Army Europe (USAREUR). "And what we had was Soldiers who got into problems. They had big adjustments to make having alcohol and fast cars back in their lives."

To make the transition from combat and extended deployments to life back home easier for both the Soldiers and their families, units are employing the Deployment Cycle Support (DCS) program. It includes a series of briefings, classes and medical examinations which begin while the Soldiers are still in theater and continues until Soldiers go on block leave.

"The reason we have a DCS program is to ensure we're taking care of our Soldiers and their families," said Brig. Gen.

Mike Flowers, director of Human Resources Policy for Army G-1, Alexandria, Va. "The purpose is to normalize their lives."

Flowers explained that a year or more away from home and family can lead to dramatic changes in a Soldier's household.

Spouses have been running the households alone and may have become accustomed to doing things differently than Soldiers were used to before they left.

There are also financial considerations, Flowers said. Soldiers may return home and find there's no money in their bank accounts, or they may have to readjust to an income minus Hazardous Duty Pay and tax-free status.

Because of these and other considerations, Soldiers are required to take classes on subjects ranging from financial management to communications.

Spouses have the opportunity to take similar classes to help ease the transition back to life with their Soldiers.

"It's the goal of the Chief of Staff of the Army and all Army leaders not only to accomplish the mission, but to take care of Soldiers and their families," said Flowers. "With the DCS program in place, we have a tool to do that."

Some units have gone even further than the Army's DCS program.

"[DCS] was a good step," said Maj. Judith Price, senior military coordinator for the 4th Infantry Division's Ironhorse



Photo by Grazyna Musik, Ft. Hood, Texas

Soldiers from various units at Forts Hood, Bliss, Benning and Carson redeployed from Operation Iraqi Freedom to Fort Hood, prepare to enter Abrams Field House to participate in a Welcome Home ceremony. Following the ceremony, the soldiers reunited with their families or continued on to their home duty stations.

Family Reintegration Program (IFRP), Fort Hood, Texas. “But we owed our Soldiers more.”

The 4th Infantry Division’s IFRP contains the core briefings mandated by the Army’s DCS program, but also consists of six weeks of college-level instruction designed to meet the specific needs of Soldiers. The Soldiers are separated into four demographic groups: married, married with children, single and single with children. By dividing Soldiers into these categories, Price said, the Soldier-to-instructor ratio went from one instructor for 500 Soldiers to a more manageable one instructor for every 25 Soldiers. This allowed for more interaction between Soldiers and instructors and made the information more relevant to Soldiers who weren’t forced to sit through briefings that didn’t pertain to them.

Price said the one class mandatory for every Soldier, regardless of their demographic status, was *Stress on and off the Battlefield*.

Price explained that IFRP is designed to help relieve the stress Soldiers and their families may feel when returning home from war and keep Soldiers safe.

“If we save one relationship or save one Soldier’s life, we’ve met the criteria,” Price said, who added that Soldiers’ and leaders’ feedback about the program has been very positive.

But successful reintegration programs are not one size fits all, said Price. Different units with different needs must tailor their reintegration programs accordingly. Gravens agreed, saying the USAREUR reintegration program was tailored to meet the needs of Soldiers and families stationed overseas.

“When [Soldiers] return home, home isn’t Home USA. Home is in Europe. We have to take that extra step to help them,” said Gravens. “Back home in the States, generally speaking, means you’re back home with your entire family. You’ve got the support of the entire community. Let’s say you return to Fort Hood, Texas. Chances are you’ve got family somewhere close that can help you as you come back in. Or you’ve got the local First Baptist Church in downtown Killeen. You’ve got Wal-Mart and all those kinds of things. In Germany, we don’t necessarily have all that. You’ve got your unit. You’ve got your spouse – possibly, if you’re married – and that’s about it. So we try hard to bridge that gap, to help them readjust.”

Under USAREUR’s reintegration program, before going on block leave, redeploying Soldiers begin a half-day training schedule for seven days. During that time they go through many of the components of reintegration including moving back into billets, reclaiming their privately owned vehicles and attending various briefings.

The unique aspect of the process, is the schedule itself Gravens said.

“It’s a half-day on purpose,” he said. “What that half-day does is allow the Soldier and spouse to readjust to one another, as well as the Soldier with his [or her] family should [they] have kids. It allows the unit leadership to observe the Soldier on a daily basis – to see how he or she is readjusting.”

Another problem unique to Soldiers in Europe is unfamiliarity with European driving rules. Many USAREUR Soldiers, said Gravens, have never driven in Germany. They either deployed to Iraq almost immediately after arriving in Europe or joined their units in Iraq and redeployed to Germany. To ensure



Photo by Grazyna Musk, Ft. Hood, Texas

Sgt. Matthew B. Geoffroy, 4th Infantry Division, Company A, 220th Field Artillery, wastes no time sharing his experiences with his wife Crystal at the Welcome Home ceremony at Fort Hood, Texas.

Soldiers drive their vehicles safely, the Soldiers are required to watch a European driving-rules video and obtain a USAREUR driver’s license before driving their POVs.

Army Reserve Soldiers also have unique needs that must be addressed for successful reintegration to occur, said Command Sgt. Maj. Michele Jones, the U.S. Army Reserve Command Sergeant Major. Reserve Soldiers have to receive information about their reemployment rights. They are also briefed on organizations that can help them such as Employer Support of the Guard and Reserve, a Department of Defense organization dedicated to informing and safeguarding Guard and Reserve Soldiers’ reemployment rights.

One of the most important things leaders should do for returning Soldiers is ensure the Soldiers receive thorough medical evaluations, Jones said.

“One of the biggest concerns is continuing the treatment of any type of medical injury,” said Jones. “Many of the Soldiers are going to have to go back to communities where the closest [Veterans Administration] hospital may be [300] or 400 miles away.”

In many cases Reserve Soldiers can’t legally be kept on active duty once they’ve returned from deployments, Jones said. The unit leadership isn’t able to monitor their Soldiers for medical or psychological problems or any signs of difficulty readjusting to life at home.

Luckily, said Jones, many civilians have volunteered to help bridge the gap for Soldiers who may not have access to military facilities. Returning Soldiers should contact their local Army Community Service office for information about services available in their area, Jones said.

Regardless of unit needs, Gravens said it’s important to have a reintegration plan and to follow through with it.

“Stick to a deliberate reintegration model. Don’t let Soldiers and families just drift toward readjustment,” he said. For more information, go to <http://www.wblo.org>, and click on *deployment cycle*.

Do the right thing: NCOs' role in unit ethics training

Chap. (Maj.) Jeffrey L. Zust

"When our president has to publicly apologize for the actions of a private, then an NCO has failed to do his or her job." Sgt. Maj. Hugh Roberts, the former U.S. Army Ranger Regiment sergeant major, said this during his official remarks at a First Sergeant Course graduation. He managed to bring the whole ethics issue down to one sentence with this one statement.

During the Civil War the citizens of Atlanta asked Union General William T. Sherman to spare their town during his march to the sea. Sherman refused, reasoning that his mission outweighed traditional rules of conflict and individual considerations. He responded that "War is cruel." Some Soldiers have mistranslated his quote as, "War is Hell." They have used his quote to justify a number of wartime decisions. In combat Soldiers must weigh many rules, consequences, situations and values in making decisions. But, no matter what the conditions, American Soldiers have no reasons not to make ethical decisions.

All leaders – junior and senior alike – must act ethically. Professional ethics is nothing more than Soldiers putting Army values into action. H. John Poole, author of *The Last Hundred Yards*, states that the last 100 yards is the contribution of NCOs to combat. The last 100 yards makes all the difference in ethical action.

All NCOs can define ethics. It's a subject that's discussed in every NCO Education System course. But, the training should not be confined to just NCOES classrooms. NCOs must teach ethics to their teams or squads, the same way they teach marksmanship and squad drills. It's a part of how we soldier on a daily basis.

We must integrate ethics into our missions in the same way that we do our values, technical skills and rules of engagement. Ethics training is a perishable skill just like marksmanship. We have to practice it and reinforce it as a regular part of training for the skill to be useful when your team is under fire. It's the senior leaders' duty to ensure that ethics training is conducted, but it's the junior leader's responsibility to ensure that he or she is teaching the team ethics training on a regular basis.

Professional ethics training begins with the boundaries and foundations we set for our actions at the individual and organizational level. FM 7.0, *Training the Force*, describes the outer boundary of



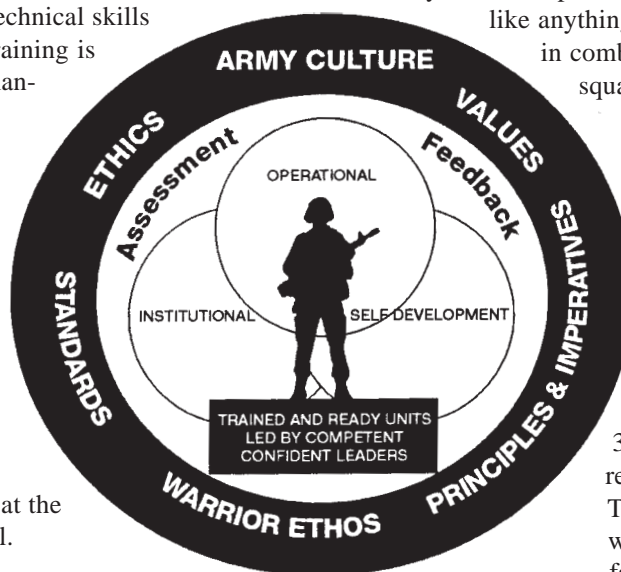
U.S. Army graphic

The seven Army Values make up a good part of the framework for ethics training.

Army training as a combination of values, principles, standards, ethics, Warrior Ethos, army culture, etc. Soldiers can only learn and practice this if it is trained and reinforced like anything other skill: on the job, in the field, in combat, always taught at the team- and squad-level by NCOs.

Incorporating ethics education into your training is a simple task. NCOs can use the following list of ideas that require minimum to train their Soldiers:

1. Learn about military ethics. The bibliography at the end of this story offers some good resources
2. Incorporate ethics training into your training schedule.
3. Learn to do ethical after-action reviews for unit actions and events. These are private lessons learned that will help your team avoid reinforcing failure and escape the "what happens in the field stays in the field" mental-



Army training and leader development model.

ity. NCOs determine the subject matter, but rework the decision process using the format shown inset:

4. Don't wait for a combined-arms training center rotation or mission rehearsal exercise. Think about what ethical challenges your Soldiers need to prepare for. Incorporate ethical lessons learned and operational events into your unit's lane training and field exercises. Apply these scenarios to your Soldiers' training, and make them a part of the AAR so your Soldiers can discuss them and form their own lessons learned. NCOs can make up scenarios from their experiences or they can draw from books, newspapers and some of the Web sites listed in the references.

5. Use short scenes from movies (do not use the whole movie) to host a discussion with your Soldiers on professional ethics. The scenes may not always be realistic, but they provide a launch pad to get your Soldiers thinking about ethical behavior. Match these episodes with your unit missions. Use the ethical decision process outlined in FM 22-100 or the ethical AAR process

Decison process

1. Define the problem/event.
2. Ask the following questions:
 - a. What are the rules/principles?
 - b. What is the destination mission or desired end state?
 - c. What is the situation – what's going on/who is involved – what are my resources, what are the risks, METT-TC?
 - d. What does my conscience/character tell me and the Army Values require of me?
3. Develop alternative courses of action.
4. Choose the course of action that best aligns the rules, mission, situation and character.
5. Act.
6. Constant azimuth check.

(shown here) to teach professional ethical discipline versus personal views.

6. Ask senior NCOs with operational experience to talk with your Soldiers about their experiences in an informal, small-group setting where the Soldiers will feel comfortable asking questions.

The goal of a unit ethics program is to reinforce the standard that Soldiers must act ethically in all operational environments. War may be cruel — but it doesn't excuse unprofessional behavior. Instilling ethics in your Soldiers is a trained skill that doesn't happen by accident while Soldiers are under fire. Soldiers learn from training and our examples that our values and the belief that we must do what's right are our standard operating procedures. Soldiering is all about ethics. As Davy Crockett once advised his troops, "Be sure you're right, then go ahead." In ethics as in all training – NCOs lead the way.

Editor's note: Chap. (Maj.) Jeffrey Zust is the chaplain for the 35th Air Defense Artillery Brigade, Ft. Bliss, Texas.

References and suggested resources

References

A Moral Military by Sidney Axinn.

Military Ethics and Professionalism: A Collection of Essays by James Brown.

The Moral Warrior: Ethics and Service in the U.S. Military by Martin L. Cook.

On Killing: The Psychological cost of Learning to Kill in War and Society by Lt. Col. David Grossman.

Srebrenica: Record of a War Crime by Jan Wilhem Honig and Norbert Both.

Morality, and Contemporary Warfare by James Turner Johnson.

Casualties of War by Daniel Lange.

Just and Unjust Wars by Michael Walzer.

True Faith and Allegiance: The Burden of Military Ethics by James H. Toner.

The NCO Journal

Ethics 101: The Ethical Reasoning Process by Mark Kalinowski. Fall 2002.

Ethics 102: The Ethics Land Navigation Model by Jeff Zust. January 2003.

United States Army Field Manuals

FM 22-100	Army Leadership
FM 27-10	The Law of Land Warfare
FM 600-20	Army Command Policy

Web sites

<http://ethics.sandiego.edu/Applied/Military/index.asp>

<http://www.usna.edu/Ethics/>

<http://www.usafa.af.mil/jscope/>

<http://www.chowan.edu/acadp/ethics/studies.htm>

Movies

A Few Good Men, *Rules of Engagement*, *Band of Brothers* (historical interviews), *Platoon*, *Gardens of Stone*, *Saving Private Ryan*, *Hamburger Hill*, *Tears of the Sun*, *Hanoi Hilton*, *We Were Soldiers Once*, *Gettysburg*, *Master and Commander*, *Glory*, *The Last Castle*, *BAT 21* and *Casualties of War*.

Be careful what you say because you are the news

By Warren E. Nordman

Not that long ago, it was rare for an individual Soldier to be interviewed by the press. That was a role for the Public Affairs staff or senior-level commanders. During Operation Enduring Freedom and especially with the formal embedded media program in Operation Iraqi Freedom all of that changed. Now reporters are living, moving and talking with Soldiers every day.

The media reports coming from the battlefield were much more accurate and – equally important – were being told from a Soldier's perspective and not from information gleaned from a press briefing. The correspondents were eating MREs and enduring sand storms. Members of the press were injured and killed. They learned the hardships and sacrifices of a Soldier's life and could witness the Soldiers' dedication and professionalism up close and personal. Chad Flowers, a camera operator from WRAL, Channel 5 in Raleigh, N.C., said "I'd say we get along better with Soldiers than we do with each other."

The media want to talk with you because you are a Soldier, because you are an expert and because.....you are the news! The

Army has great stories to tell and people are very interested in hearing about what we do. Unfortunately, many Soldiers are reluctant to engage the media. It has been said that the human mind is a wonderful thing. It starts working the moment you are born and doesn't stop working until someone puts a microphone or camera in your face. Suddenly, all the knowledge and experience you have mastered goes out the window and you



Photo by Spc. Daniel T. Dark

In the modern military operational environment, Soldiers of all ranks must be prepared to interface with the media. NCOs may often serve as unit spokesmen, and they have a duty to ensure that junior Soldiers are prepared to speak with the media. Pre-deployment media training plays a crucial role in ensuring success.



U.S. Air Force photo by Staff Sgt. Jeffrey A. Wolfe

have trouble remembering your own name. That thought causes many to avoid press interviews.

In fact, speaking with a reporter can be, and often is, a great opportunity. Soldiers should look at the event as simply a conversation with a purpose and not as an interview or interrogation. The conversation gives you a chance to tell the Army story, to speak to families and friends back home and to positively influence American public opinion. Every Soldier can be successful in media encounters with a positive attitude and by knowing a few rules of the road and observing basic "tips" for media interviews.

Attitude

Many of us harbor certain biases about people based on their professions whether the person is a lawyer, a doctor or a journalist. Some look upon reporters with distrust or

believe the journalists' stories are slanted. As in any profession, there are practitioners who are very skilled and competent and others who are not. For the most part, correspondents strive to tell complete and objective stories – good, bad or indifferent. They have a mission, an assignment to cover a story and report it accurately. In order to do that, they need your help and information. Your attitude toward them will often influence how the story is written or told.

"Reporters are like alligators, you don't have to like them, you don't have to love them, but you do have to *feed* them." The alligator analogy may not be valid but the concept is. Reporters are assigned or are following a story, and they will run the story with or without our help. If there is a void of information, they will fill that void with speculation or with interviews from others speaking about our Army. It's important for every Soldier to engage the media within certain guidelines and be an Army spokesperson. You are the news.

Objective

The key to success in any media interview is to be message-driven and not question-driven. People being interviewed have a tendency to be led by the line of questions and when the interview is all over you realize that you never really said anything that *you* wanted to say. The time to think of your messages is not in the middle of an interview. In order to get your points across, develop two or three messages *before* the interview and remember them. Soldiers need to answer a reporter's questions and then "bridge" to their messages. It can be thought of as answering the question you wanted them to ask. Often that can be done with a bridging phrase such as "I would also like to point out..." or "It's important for people to know...", or "One thing you didn't mention is...". Check with your chain of command or a public affairs specialist for overall mission messages to use if you are interviewed. Often the simplest messages are best, such as "We are trained and ready to do this job" or "We are proud of what we are doing here and can see we are making a difference".

Perception

Many studies have shown that as much as 85 percent of the perceptions people have of the Army comes from how we look

and how we sound and less than 20 percent from what we say. It is important in any interview to consider how others perceive you. Check your uniform and appearance. Be natural and don't get locked in a parade rest or other rigid position. Be animated by sounding sincere and enthusiastic about what you are saying. If it's

a television interview, the audience can see it. If the interview is with a print media, the reporter's final product will be influenced by how he or she perceives you as a person and as a professional.

Lanes

Always remember in a media interview to stay in your lane. Talk about your immediate area of responsibility and things you have direct knowledge of. Never speculate or venture into areas outside your lane. "I don't know" is often a good answer. Offer to refer them to the Public Affairs Office or someone else in your command that can better address the issue. What is going on in your lane is important by itself. That's why the reporters are there. You are the news.

Always remember that there is no such thing as "off the record." This is especially important when you become familiar with journalists embedded with your unit. Don't say something during an interview or even in casual conversation that you wouldn't want to see in print. Finally, if there is something you can't talk about (e.g. due to operational security) tell them why you can't talk about it and then "bridge" to one of your messages. "I can't address that question as it may jeopardize the success of our mission, but I can tell you"

Soldiers constantly train and prepare for all contingencies. No matter what job a Soldier has, encountering the media and having

to represent the Army to the American people is always a contingency for which they should prepare. As an NCO, it's vital that you reinforce this idea with your Soldiers. Train as you fight is just as important for media interviews as it is for other aspects of your mission. "Winging it" during press interviews rarely works and preparation is the key to success in telling the great stories of our Army. When the folks back home tell you they saw you on the news, you can smile and say confidently, "I *am* the news!"

Editor's note: Warren Nordman is the Executive Communications Chief for the Office of the Chief of Army Public Affairs at the Pentagon.

Tips for successful media interviews

- Project a positive image – be confident and relaxed.
- Be animated – let others see your energy.
- Correct reporters' misstatements.
- Set the ground rules for the topic and length of the interview.
- Pause and think about your answers – silence will be edited out.
- Keep answers short, simple and people-oriented.
- Say "I don't know that answer" – it's OK to get back to them later on it.
- Put your main points first, then support them with more information.
- Don't lie.
- Don't say "off the record."
- Do not repeat the reporter's negative words or statements – correct them.
- Do not lose your temper with reporters. Pause, breathe and then answer.
- Don't use acronyms and jargon. The folks back home won't understand.
- Don't say "no comment" – explain *why* you can't answer a question.
- Don't be question driven – be message driven.
- Remember: Every Soldier and family member has a story to tell about our Army. If you don't tell it, who will?



Army strives to 'brake' accident trends

By David Crozier

While privately-owned vehicle accidents make up more than 40 percent of all Army non-combat related fatalities (104 in FY03), add in Army motor vehicle and Army combat vehicle accidents and that fatality rate exceeds 60 percent. And the trend continues to go up, according to officials at U.S. Army Safety Center, Ft. Rucker, Ala.

"We are an Army at war and it is a fast moving train with more than a quarter of a million Soldiers moving in one direction or another," said Brig. Gen. Joe Smith, director of Army Safety. "In this fight every Soldier and piece of equipment counts. [Unfortunately] fatalities continue to rise and we have two enemies in this war: the hostile human enemy and accidents."

Smith explained that since World War I more than half of the Army's losses during war time were due to accidents, not the enemy.

"As professionals we study the art of war in great detail, but with a large percentage of our combat power being lost to accidents we must expand our understanding of warfare and fight both enemies," Smith said. "The strategic message is clear: the main weapon against our accidental losses must be leader involvement and accountability across the force. Each of us must commit to the fight and get the message down to the first-line leaders and the individual Soldiers."

Smith continued stating that commanders continue to do an awesome job with their main objective, but the challenge lies within the small operations involving junior leadership.

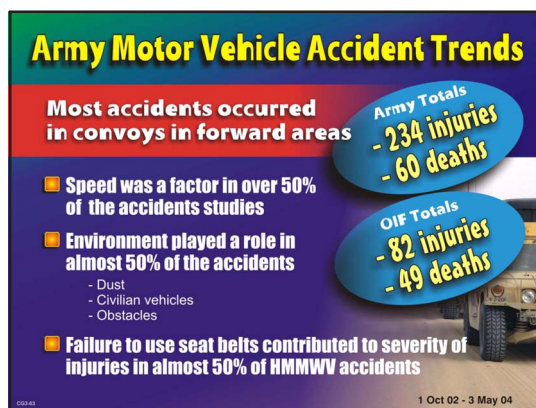
The latest statistics from the Safety Center show in Fiscal Year 2003 the major causes of Army motor vehicle and Army combat vehicle accidents were speed, rollovers and failure to follow procedures. Most accidents occurred in convoys in forward areas and speed was a factor in more than 50 percent of all



U.S. Army photo

Fiscal Year 2004 Army accident statistics show an increase over recent years and have accounted for 157 Army fatalities. Of that, Army motor vehicle and Army combat vehicle accidents account for 40 of those deaths.

accidents studied. The environment (obstacles, dust and civilian vehicles) also played a role in more than 50 percent of all accidents studies. And finally, failure to wear seatbelts contributed to the severity of injuries in almost 50 percent of all HMMWV accidents.



Graphic courtesy Army Safety Center

Failure to follow procedures and cutting corners are major contributors to the above statistics, according to U.S. Army Safety Center investigators.

"Even if we did nothing else but got every commander to enforce speed and seatbelt discipline, we would cut our driving fatalities by half," Smith said. "In combat, you are more likely to die from not wearing your seatbelt, than by not being able to get out of the vehicle as quickly due to wearing your seatbelt."

Smith said this year's statistics for Army motor vehicles and Army combat vehicles show there is an increase in both fatalities and severe injuries. As of June 23, the Army reported 340 Army Motor Vehicle accidents with 33 being Class A (damages exceeding \$1 million), up

22 percent from FY03. Out of those accidents, 34 Soldiers died and 105 Soldiers were injured. Total costs including damage to equipment, injuries to Soldiers and loss to the Army has surpassed \$11 million. For Army combat vehicle accidents, the Army recorded another 52 accidents with 10 deaths and 24 injuries at a cost of more than \$9 million in losses.

In a recent "Safety Sends" message developed by Smith this year, he noted that the analysis they are getting at the Safety Center appears to be on track with what he is finding on visits to the field.

"It is true that many of our accidents are caused by junior leaders cutting corners and not enforcing standards," Smith wrote. "It is also true that we are not giving them adequate time for pre-mission planning and troop leading procedures."

Smith said that supervision is getting "lip service" because of the high operations tempo and that junior leaders are assuming more responsibility in combat than they are trained for.

"If [junior leaders] are going to be responsible for risk management in combat, then we should hold them to standard while training," Smith said. "We are not training as we fight. The Chief of Staff of the Army has directed our risk management training be changed to focus on an Army at war. It's a tall order but we must capture the full magnitude of this and reinforce it in the school houses, during home-station training and at combat training centers."

Given the fact that most Army vehicle accidents occur in convoys in forward areas, Master Sgt. Robert Fisher, Ground Safety Accident Investigator, U.S. Army Safety Center, said there are many references junior leaders can use to ensure safe convoy operations.

"FM 100-14, *Risk Management*, states that Army operations, especially combat operations, are demanding and complex. Managing risks related to these operations requires educated judgment and professional competence," he said. "Using the Risk Management process allows junior leaders to make informed, conscious decisions to accept risks at acceptable levels."

Fisher said junior leaders can look to AR 385-55 and 600-55, FM 21-305 and 55-30, and TC 21-305-1 through 11 and TC 21-305-100 for guidance in preparing for convoy operations.

Can concertina wire really destroy a HMMWV?

Reprinted from
Countermeasures Magazine

There is nothing like being deployed to a theater of war to experience all the "normal" things war can bring: rain, cold, dust, wind, storms and the occasional enemy troop. One thing most of us probably wouldn't think about is concertina wire—that pesky, really sharp stuff used to section off critical areas. One of the worst places to encounter it is on a narrow road where vehicles, pedestrians, flying dust, and high winds make for an already precarious situation.

On one particular mission, I was driving a HMMWV on a main road when I came to a highly congested area. The dust was blowing, there were Soldiers waiting to go to sick call at a local hospital, and several vehicles were waiting to pass a detail putting concertina wire around a perimeter. I had to wait with everyone else for my turn to pass.

Once the area was clear I drove through the bottleneck, but failed to notice a huge strand of concertina wire in my path. I knew I had driven over something, but I just kept going. After all, a HMMWV can run over *anything* and not be fazed, right?

It wasn't long before I heard a metallic sound coming from underneath the truck. I stopped to check the noise and found concertina wire wrapped around the front drive axle. "No big deal," I said to myself. "I'll get it fixed as soon as I finish the mission."

Unfortunately, I never finished the mission. The wire punctured both front tires, flattening the right front. The wire also destroyed the left and right front constant velocity (CV) boots and ruined the right-front



Photo by Pfc. Michael J. Carden

Concertina wire can do a lot more than just keep the enemy out. It can also cause major damage to Army vehicles when they run over it.

CV joint. Although it sounded like a lot of damage, the motor pool personnel originally *thought* it would be a simple fix. That is, until they got the HMMWV up on jack stands. Before it was over, mechanics had to use bolt cutters to remove the concertina wire and also replace both CV boots and the damaged CV joint.

I was foolish in thinking my HMMWV was indestructible. Sure, HMMWVs are tough, but so is concertina wire. I should have never driven over something I couldn't recognize. Luckily it wasn't something worse and I'm here to tell this story. However, those motor pool guys probably won't forget me anytime soon.

Be careful when you're in an operational environment, especially when you're deployed overseas. There are many hazards on foreign roads, and nothing is indestructible — not even a HMMWV.

Editor's note: This article is reprinted courtesy of the U.S. Army Safety Center and Countermeasures Magazine.



The Army's five-year average shows the number of fatalities for FY 04 to be on the rise, a trend U.S. Army Safety Center officials hope to "brake."

Failures in pre-mission planning, pre-convoy inspections, mission rehearsal and lack of basic standard operating procedures were the cause of three Soldiers losing their lives in a recent tactical combat movement, according to Smith.

"A platoon experienced two fatal rollovers during the same operation when the vehicles rolled over into a canal resulting in the death of three soldiers and injury to another," Smith said. "When we peeled the onion skin back on this accident we found that pre-combat checks were not conducted to standard. One vehicle had a padlock on the primary access door which prevented it from being used for egress. One driver could not use the escape tunnel because of improper load planning."

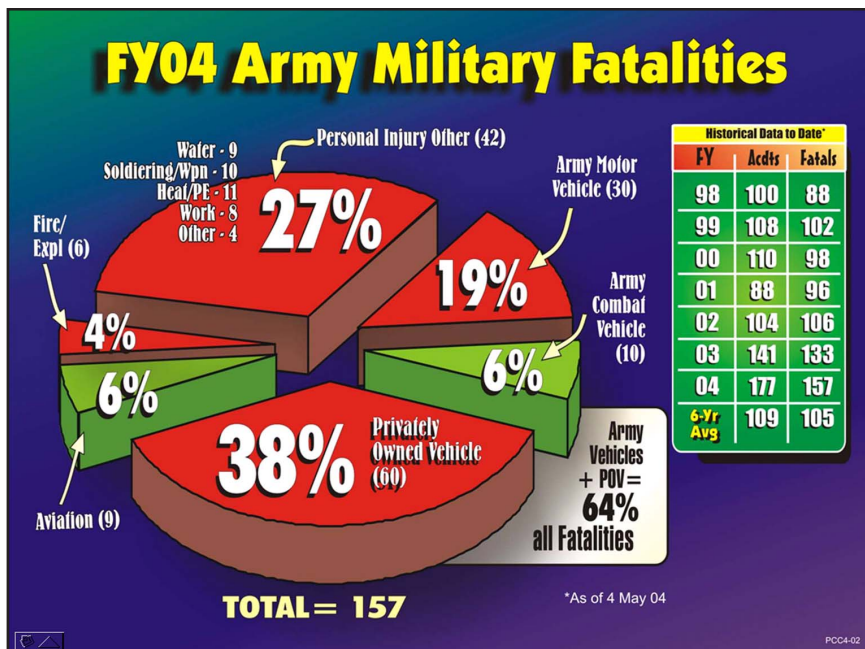
Smith said the investigation found that rollovers were discussed in planning, but never rehearsed and that every Soldier and leader knew the action on the objective, but little attention was given to actions during convoy movement. Additionally, Smith noted, there was no standard operating procedure for transition to night-vision device operations and crews attempted to transition while on the move which resulted in a loss of situational awareness and the subsequent rollover of the two vehicles into the canal.

"The message to our junior leaders: doing the basics right is our most powerful control measure," Smith said. "Safety is a combat multiplier, not a constraint."

want to share what we know about recent accidents, the current perceptions of our Soldiers and new best practices to mitigate risks and meet the Secretary's goal of reducing accidents by at least 50 percent."

Last year the Secretary of Defense, Donald Rumsfeld, challenged the Army to "reduce the number of mishaps and accident rates by at least 50 percent in the next two years." To that end Acting Secretary of the Army, Les Brownlee, directed the Army to develop a new Army Safety Campaign Plan that he approved in April of this year. The campaign tagged, "Be Safe!" provides a framework for attacking the leading factors and indicators that contribute to Army accidents and fatalities; establishes measurable and specific objectives within new and existing programs; develops implementation timelines; and serves to increase accountability. The plan can be found on the AKO Web site and on the Safety Center Web site at <https://safety.army.mil/home.html> or <https://besafe.army.mil/>.

"The goal of the safety campaign plan is to encourage our Army to be safe and bring [them] all home wherever they are," Smith said. We at the Safety Center



The Secretary of Defense has challenged the entire Department of Defense to "reduce the number of mishaps and accident rates by at least 50 percent in the next two years." The Army's response to that challenge is the Army Safety Campaign -- Be Safe! To learn more about the campaign visit <https://besafe.army.mil>.

Growing the NCO Corps: 1st Sergeant Major of the Army reflects on 60 years of change

By Master Sgt. Lisa Hunter

On Nov. 11, 1940, the war in Europe filled the pages of the newspapers and 18-year-old William O. Wooldridge of Shawnee, Okla., was one of the many young men lining up to join the Army.

Wooldridge didn't enlist for promises of the Army College Fund or technical training. The Army offered neither. Wooldridge joined with no expectations other than he would learn to fight and someday soon he would join the war in Europe.

"War was on the horizon when I came in," said Wooldridge, during an interview at his club, near his Santa Teresa, N.M., home. "Units like mine – a rifle company that was authorized 180 people – had 64. All those units were filled with draftees, who were given four weeks of basic training and assigned to a unit. War was looming, so we had to get ready and get ready fast."

Wooldridge, who will celebrate his 82nd birthday next month, talked about his Army career, a stark comparison to today's Army. He talked about how he and other NCOs worked to leave a legacy that has shaped today's NCO Corps. Although he now walks with a cane, it's his only concession to age. He still remembers with alacrity the units in which he served, the names of his first sergeants and commanders and the dates during which he served in each unit.

Young Wooldridge didn't spend time preparing for promotion boards. He didn't think of telling the board members of his long-term goal to become the Sergeant Major of the Army. His reasons were simple enough: The Army didn't host promotion boards and there was no such rank as Sergeant Major of the Army. Wooldridge would be the first in 1966. He would also become one of the key architects of the Noncommissioned Officer Education System and centralized promotion system for senior NCOs.

Wooldridge spent his first year in the Army training at Fort Bullis, Texas. All of his training was conducted on little local training areas where Wooldridge reflected on what it was like at his first live-fire exercise.

"We'd hike out there to do that. It was about 20 or 25 miles, as I recall. We'd hike out, pitch tents, do our training and then hike back," he explained. It's very different now. I think we have a much better Army now than we did then, because of better training, better technology and more qualified trainers."

In 1940, the Army only offered enlisted schools for cooks, bakers and administrative people, he explained. The combat arms units conducted all of their training in-house. If the



U.S. Army photo

As the first Sergeant Major of the Army, Sgt. Maj. William O. Wooldridge began instituting many changes that affected the NCO Corps, including the establishment of the NCOES systems and centralized promotion boards.

division commander wanted an NCO school, he had to fund it out of his own training budget.

"The only school my first regiment had was a Regimental Squad Leaders' Course," Wooldridge said. "You stayed in your company, you stood all your formations. The only difference was when the company fell out for training, you marched over to the S3, because you were going to squad leader school for two weeks."

Wooldridge likened the course to today's Primary Leadership Development Course, with the exception that it wasn't as well organized. The company first sergeant interviewed and selected privates and privates first class to attend the course. The course itself was designed to teach Soldiers all the components of a squad, Wooldridge explained. The Soldiers learned



"Trooping the Line" during Full Honor Ceremony (including 19 gun salute) honoring the first Sergeant Major of the Army, William O. Wooldridge, at The Pentagon, Mall Entrance, 11 July 1966. With Sgt. Maj. Wooldridge is Army Chief of Staff, General Harold K. Johnson, and Sgt. Maj. Robert Bayles, 3rd Infantry.

Photo by Sgt. 1st Class Richard R. Smart

Trooping the line during full honor ceremony, including a 19-gun salute, honoring the first Sergeant Major of the Army William O. Wooldridge at the Pentagon, Mall entrance, July 11, 1966. With Sgt. Maj. Wooldridge is Army Chief of Staff General Harold Johnson and Sgt. Maj. Robert Bayles, 3rd Infantry, Fort Myer, Va.

about the squad's weapons and formations. They learned basic map reading and land navigation skills and bayonet training. "The regimental commander did that because he wanted better squad leaders. It was up to him to decide if the regiment held the course, but he had to pay for it, too."

By the time Wooldridge had served four years in the Army, he was a seasoned combat veteran. Assigned to the 1st Infantry Division in Europe, Wooldridge participated in the division's invasion in North Africa, where he faced off against infamous German Field Marshall Erwin Rommel, known as the Desert Fox for his brilliant combat tactics in the North African desert.

Wooldridge was one of thousands of young American Soldiers who invaded North Africa. The troops landed in Algeria in November 1943 and fought their way across the desert terrain against the battle-hardened German-Italian forces. Not only were the Soldiers inexperienced, their commanders' tactics reflected their inexperience, as well. The American forces had no combined arms training.

"We didn't know how to use tanks," Wooldridge said. "When the 1st Armored Division came on shore, [Tunis, Tunisia] fell the next morning. Then we assembled to move on towards Kasserine Pass. I remember leaving town and seeing all the tanks. They didn't go with us. The tanks were sitting at crossroads as roadblocks, which was sort of dumb, but we didn't know how to use them."

The American forces moved on toward Oran. "Oran was defended by French and Italians, so there wasn't much opposition. We just surrounded the town and everybody quit," Wooldridge explained. But Kasserine Pass turned out to be a different story.

"When we got to Kassarine, we got hit by German tank/infantry teams, Rommel's Afrika Corps. They just ruined us. They hit us in the high ridge," he explained. "We got knocked back several miles before we could even understand what was going on. But, the withdrawal was very well done because of

the discipline of the unit. We fell back as we were trained to do. Fall back on the left; take positions. Fall back on the right. We just walked right out of there.

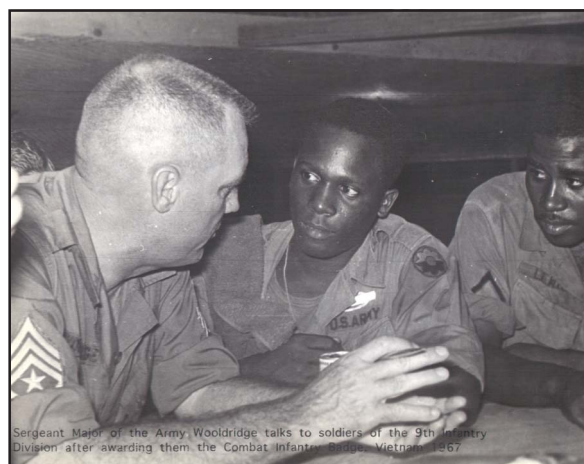
"We lost quite a few people. We lost our entire artillery battalion because it was overrun. But, then Gen. Harmon, who was a tanker, brought some tanks up and put a stop to that and drove the Germans back into the pass. We went back to take it a few days later, the tanks went with us. And, they went with us during the rest of the war. That was the first experience of combined arms. Now, it's all part of our basic doctrine. It's not a matter of getting up here and saying, 'send me some

tanks,' they are already with you."

As soon as the 1st Infantry Division finished their missions in North Africa they moved onto their next objective: the invasion of Sicily.

On July 10, 1943, Wooldridge and his fellow Soldiers took part in the second largest invasion of the war, the largest being the D-Day invasion at Normandy, France. During their campaign in Sicily, the American forces took many Italian prisoners of war. The invasion was the precursor to the fall of Italy's leader, Benito Mussolini, on July 23, 1943.

Wooldridge knew that he would not return home until the war was over. On June 6, 1944, he waded ashore on Omaha Beach as a member of the 26th Infantry Regiment, 1st Infantry



Sergeant Major of the Army Wooldridge talks to soldiers of the 9th Infantry Division after awarding them the Combat Infantry Badge, Vietnam, 1967

U.S. Army photo

Sergeant Major of the Army William O. Wooldridge talks to Soldiers of the 9th Infantry Division after awarding them the Combat Infantry Badge for their service in 1967 in Vietnam.

Division, the only combat-experienced unit that landed at Normandy that day. Wooldridge attributes his survival to his experience and training.

"We'd invaded North Africa in '42 and Sicily in '43. We still had about 40 percent of the Soldiers at Normandy," the SMA explained. Wooldridge said the seasoned platoon sergeants and squad leaders provided sound leadership that was vital to their success, along with the fact that his unit hit the beach about two hours after the invasion began, so they faced lighter opposition.

He explained that during the invasion, each Soldier carried a 64-pound pack of equipment tied into a horseshoe shape in addition to his weapon and basic load of ammunition. The Soldiers had learned from the North Africa invasion that the pack was a hindrance, making it more difficult for the Soldiers to run, maneuver, fall down out of the line of fire and get up quickly.

"The orders from the regiment was when the front of your landing craft drops, throw your horseshoe pack overboard," he explained. "We never took it with us, so we weren't burdened with the extra weight."

The D-Day invasion was only the first of many battles to come. Wooldridge earned two silver stars for gallantry in action in 1944. The first he was received for combat in Aachen, Germany, where he was wounded. The second he earned during the Battle of the Bulge Campaign later that year.

Wooldridge finally left the European theater in May 1945. He continued his career, getting promoted if he happened to be in the right place at the right time. At the time, promotions were decided at the unit level. If a Soldier happened to be in a unit when a promotion became available, he would be considered for the promotion.

As an E-6 platoon sergeant, Wooldridge PCSed to Germany to serve with the same company with which he had served during World War II, Co. K, 26th Infantry Regiment, 1st Infantry Division, but he was not assigned as a platoon sergeant. Instead, he was assigned as the platoon guide, subordinate to the platoon sergeant, even though he was the senior NCO.

"Even though I was senior to the guy running the platoon, I became his assistant because he was there before me. Fortunately, it didn't last long; the first sergeant moved him. So, I moved right back in as platoon sergeant and then three or four years later, I became a first sergeant," he explained. Wooldridge remained in Germany throughout the Korean War and returned to the United States in 1954. In 1965, he was appointed division sergeant major of the 1st Infantry Division and deployed to Vietnam with the division in August 1965. A year later, in June 1966, Wooldridge was appointed to a new position the Army had just established: Sergeant Major of the Army.

Wooldridge hosted the first Sergeants Major Conference at the Pentagon in November. The Army Chief of Staff, Gen. Harold K. Johnson, issued his guidance to improve the NCO Corps and left it in the sergeants' major hands to make it happen.

"He said we need to improve the Noncommissioned Officer Corps. We've got to make it better educated, more functional

and give it more responsibility," Wooldridge said. "He wanted it to work. He knew what he wanted and he was going to kill everybody to get it."

From that conference, the sergeants' major top recommendation was the need for an NCO education system.

"I told the Chief of Staff that we had been wanting that all of our careers; the Army just never saw a need for it. They thought we learned everything we needed to learn in the unit.

"He said, 'You're going to get your education system. Not immediately, because all of the monies are going to Vietnam.'" The funding for NCOES was approved in 1969. The system was set up much as it is today. NCOs went to school to prepare them for the next level of responsibility, squad leader, platoon sergeant, first sergeant and sergeant major. The first class of NCOs graduated the Sergeants Major Course in 1972, the year Wooldridge retired.



Department of Defense photo

Sgt. Maj. of the Army Wooldridge has a brief moment with President Lyndon B. Johnson after being appointed the first Sergeant Major of the Army in 1966.

"We knew this was just the beginning; we knew there would have to be changes along the way," he said. "NCOES has changed the NCO Corps 100 percent. It has changed the noncommissioned officers' training, thinking and abilities 100 percent. It's made us what we are today."

Not only has NCOES provided NCOs with standardized training, it has improved the NCO/officer relationship, Wooldridge said. "In my time, officers never considered you as part of decision making. They made the decisions and they issued the orders. It was very rare to find an officer who would consult a noncommissioned officer on those decisions before he made them."

Out of that same conference came the recommendation and decision to centralize promotions for senior NCOs.

"In my time, you just shipped out and went to a unit and that unit did with you what they wanted to. If they didn't have a slot for your MOS, they put you doing something else," he explained. At the time, Department of the Army would issue allocations to the units and the unit leadership selected whom they wanted. At the conference, the sergeants major proposed

establishing an office that would control assignments, promotions and training for E-8s and 9s.

"It just changed the whole world for us. It got us out of the old business that you got promoted if you were lucky enough to be in a unit that had an allocation. Otherwise, you didn't get anything. A lot of people would lose when allocations were issued because they were en route to a new duty station, because they weren't considered," he said.

"If we changed the system, then we would promote the best, not just those who happened to be in place. I think it was one of the best things we did for the senior NCOs."

"Anything you do is temporary. Changes are necessary. The Army's mission is to be ready to fight wars; it doesn't have any other mission. It does a lot of things between wars, but its mission is to be ready to fight. When you have to go to fight, it changes everything, particularly all of the administrative procedures that are in effect."

During his tenure as SMA, Wooldridge helped build an NCO Education System, centralized promotion system and witnessed the establishment of yet another new rank: command sergeant major. Wooldridge left the Office of the Sergeant Major of the Army in August 1968. He again returned to Vietnam as the Sergeant Major of the Military Assistance Command-Vietnam. He returned to the United States a year later and retired on Feb. 1, 1972.

More than 30 years after his retirement, Wooldridge still plays an active role in the NCO Corps as an unofficial mentor to sergeants major of the Army and Sergeants Major Course students. He frequently visits the U.S. Army Sergeants Major Academy, where he has become something of a grass-roots celebrity. Sometimes a faculty advisor will invite him to be a guest in one of the student group rooms, other times he just stops by to get a hair cut and visit with today's noncommissioned officers.

Ironically, he doesn't live in the past. He is up-to-date on policies, regulations and anything that impacts the NCO Corps. His pride in how the NCO Corps has evolved is evident. He has been happy to watch the seeds he planted nearly 40 years ago grow. He seldom gives advice, unsolicited or otherwise. When he does offer his opinion, it's often based off of his personal experience and yet what he says seems to hold true today as much as it did 60 years ago, because while training and doctrine may change, the means to motivate Soldiers and lead them successfully in combat has not changed over the years.

"It's very different now. I think we have a much better Army now than we did then,



Private Wooldridge

because of better training, better technology and more qualified trainers," he said. "American GIs are very independent. They're sort of rascals in that way. They make very good Soldiers if they have the proper leadership and training. You have to teach them what their mission is and how they're going to accomplish that.

"You are dealing with people. We give units numbers and talk about how great they are, but numbers don't mean anything. People make a unit. If a unit is worth a damn it's because it has good people. If it's not very good, it's because it doesn't have good people."

Wooldridge travels to Fort Bliss occasionally. He may pause to watch a company formation or change of command along the way. He often remarks on how proud he is of today's NCO Corps, but he's concerned that today's NCO Corps is

getting away from some of the basics that have made them so successful in past wars. And, while he's happy to see the NCO Corps evolve and grow in their leadership and training responsibilities, he still believes in the basic tenants that make it possible for America to win wars, particularly leadership and discipline.

"If you can't lead them, you can't fight them. Discipline makes a great difference when you've got in front of you but an enemy," he explained. "When you've got nothing between you and an enemy, but your rifle, it takes discipline to manage that. The discipline is necessary to determine whether they are going to lean forward in the foxhole or if they are going to follow you over the edge."



Photo by Spc. Michael Stone

Retired Sgt. Maj. of the Army William O. Wooldridge visits the U.S. Army Sergeants Major Academy on a routine basis and many times talks to students about the Army and the NCO Corps. Recently, Wooldridge made history when he came to USASMA to talk to Class 54 students and found himself talking to the first Sergeant Major of the Armed Forces of the Czech Republic, Command Sgt. Maj. Ledek Kolesa.



File Edit View Favorites Tools Help

Back Forward Stop Home Search Favorites

Address <http://www.wblo.org/home.asp> Go

 **60 SECOND REVIEW**

Army Families Online helps entire Army family

By Sgt. Chad T. Jones

There's more to ensuring a Soldier's well-being than three hots, a cot and the occasional pain reliever.

"Well and ready Soldiers must have their emotional, spiritual, mental and physical needs met," said Wayne V. Hall, Public Affairs Officer for the Army's Well Being Liaison Office (WBLO), the Pentagon. "We're (WBLO) about taking care of Soldiers and their families. And we try to help [family members] find what they need when their Soldiers are deployed."

The Army Families Online Web site, <http://www.wblo.org/home.asp> is one resource WBLO offers Soldiers and family members dealing with deployments, redeployments or other well-being issues.

Users can easily navigate the site and find anything from frequently used contact numbers to information on savings plans for deployed Soldiers.

The three most popular links, according to Hall, are FLO Notes, SmartBook and Frontline Stories.

FLO Notes are actually monthly briefs and stories that provide family members with the latest information on a variety of issues. The June edition includes a brief on the Department of the Army's new initiative that gives severely disabled Soldiers, such as those wounded during the Global War on Terrorism, an additional means of getting help once they are medically retired from the Army.

The SmartBook provides contact information and links to many sites family members of deployed Soldiers can use such as veteran benefits, Judge Advocate General services and how to reserve a room at the Hale Koa Hotel, the Armed Forces Recreation Center in Honolulu, Hawaii.

Frontline Stories combine words and pictures to showcase the Soldiers and their units who are making life better for Iraqi and Afghani civilians

The site also includes a link to the Disabled Soldiers Support System (DS3) that provides disabled Soldiers and their families with information on advocacy programs and other pertinent resources. Army Families Online also has a Download Center, news and glossary links and the new Deployment Cycle link.

"The deployment link provides information that helps those being left behind. It shows [family members] really do have everything they need to take care of themselves," said Hall.

Family members can click on different icons representing each stage of the deployment cycle and get a heads-up on the stressors they may expect. More importantly, they can learn what to do and who to contact to ease the stress.

Users may spend hours surfing the Internet looking for all of the information Army Families Online provides at one location that can be perused in minutes. That's because this easy-to-use, graphically pleasing site shows a true understanding of the keep-it-simple concept and, therefore, is a great site the entire Army family will want to add to their bookmarks.

How we rate it

Ease of use: ★ ★ ★ ★ ★

Value to user: ★ ★ ★ ★ ★

Design quality: ★ ★ ★ ★ ★

Overall rating: ★ ★ ★ ★ ★

(Scale of 1-5 stars)

<http://www.wblo.org/home.asp>

Internet

Photo Journal

Welcome to another edition of *Photo Journal*, the place where everyone has the opportunity to put their favorite photos on display. The guidelines for submitting pictures are as follows: the picture should depict NCOs in action, whether it's leading Soldiers in the field, conducting training or just plain taking care of business. You don't have to be a professional photographer to enter. When submitting photos please include the name of person(s) in the photo, a brief description of the action to include location, and, of course, your name and unit. Photos may be submitted in either hard copy or digitally. If you plan on e-mailing a digital photo, make sure it is at least 300 dpi. Mail photos to *The NCO Journal*, Commandant, USASMA, ATTN: ATSS-SJ, Editor, 11291 SGT E Churchill St., Fort Bliss, TX 79918-8002 or e-mail the electronic version to ATSS-SJ-NCOJOURNAL@bliss.army.mil.



Photo courtesy of the Department of Defense

Sgt. David Mulvihill, with Combined Joint Task Force - Horn of Africa, strains to get across a 50-foot guide-wire in an obstacle course during the French Commando Training at Arta Plage, November 2003. The training was the first time American forces have gone through the three-week commando course that was conducted by French Foreign Legion instructors.



Photo by Staff Sgt. Charles B. Johnson

Soldiers assigned to 346th Psychological Operations Detachment and Company B, 1st Battalion, 505th Parachute Infantry Regiment, 82nd Airborne Division, conduct a dismounted patrol in Al Fallujah, Iraq, in February.



Photo courtesy of U.S. Army

Staff Sgt. James Smith, 257th Transportation Company, Las Vegas, Nev., holds his eight-month-old son Malik for the first time after returning home from a 13-month deployment to Kuwait and Iraq. Members of the 257th were reunited with their families at Nellis Air Force Base, Nev., March 25.



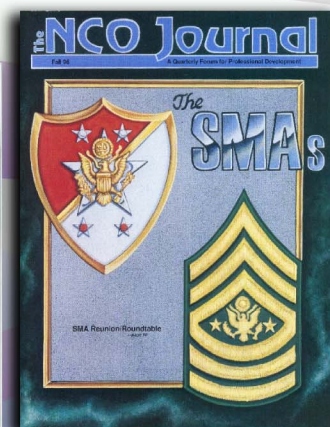
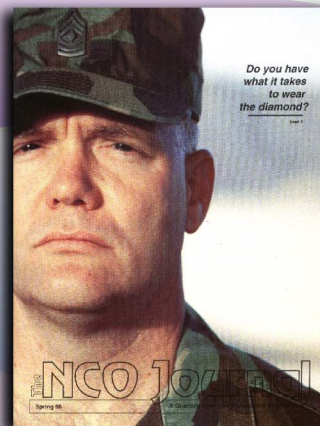
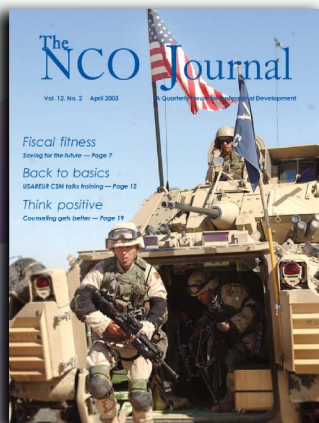
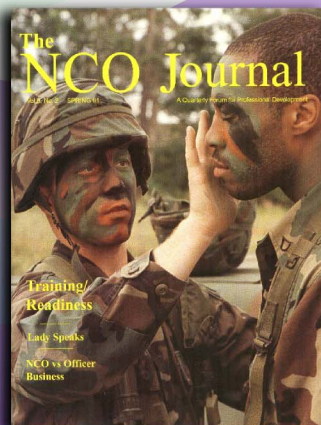
Photo by Spc. Gul A Alisan

Sgt. Jennifer Molderhauer with the 10th Mountain Forward Support Battalion monitors the crowd of local women waiting to be seen during a Civil Medical Assistance mission held by a Combined Joint Civil Military Operations Task Force Civil Affairs team in Ghazni, Afghanistan.



Photo by Sgt. April Johnson

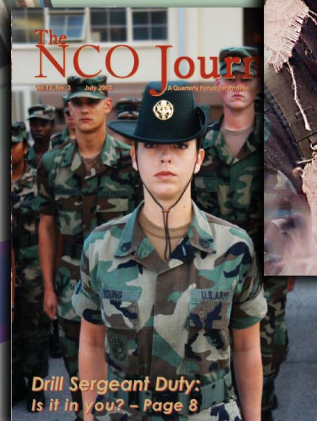
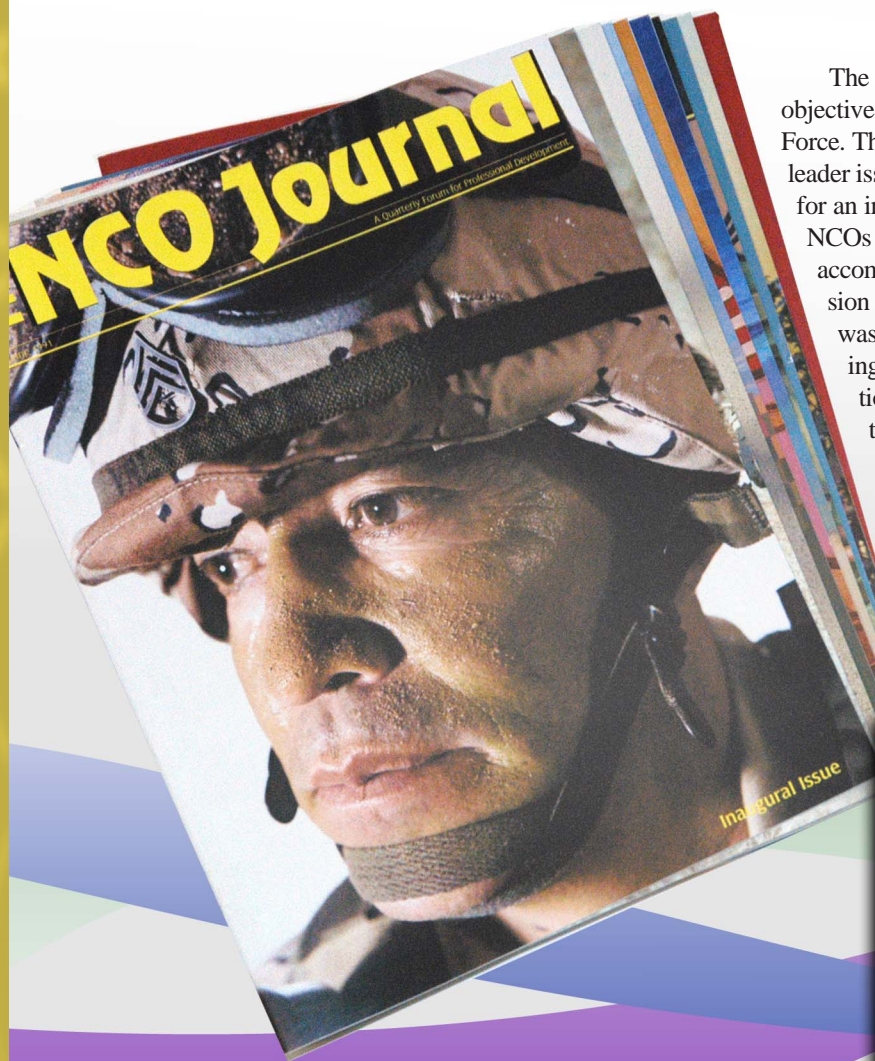
A Soldier with Company B, 1st Battalion, 14th Infantry pulls security during a cordon and search in the village of Sulayman Bak, Iraq.

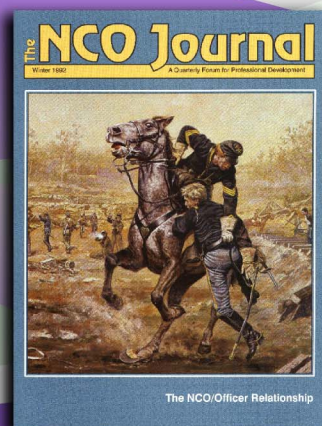
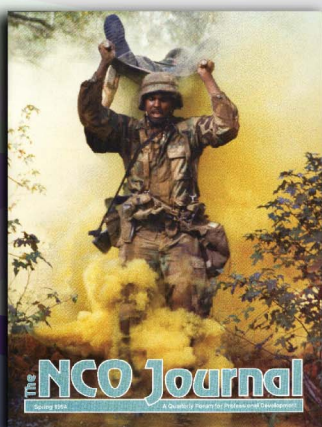
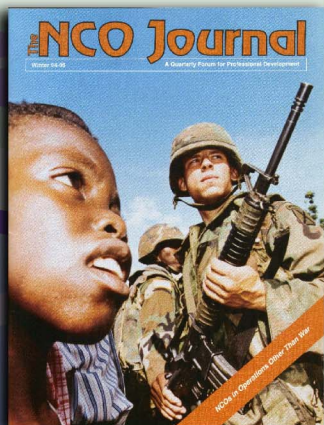


The NCO

The *NCO Journal* came about as a result of goals and objectives established by the 1989 NCO Professional Leader Task Force. The task force identified a need to create a forum for NCO leader issues developed by NCOs for NCOs and therefore called for an instrument to "further develop the professional growth of NCOs now and in the future." The instrument approved to accomplish this task was a magazine devoted to the profession of the NCO. By the Spring of 1991, the *NCO Journal* was ready for action and has kept to its mission of providing an open forum for the exchange of ideas and information, to support training, education and development of the NCO Corps and to foster a closer bond among its members.

In the following pages we have compiled the "Best of the Journal," taking into account the many varied topics the *Journal* has covered. The

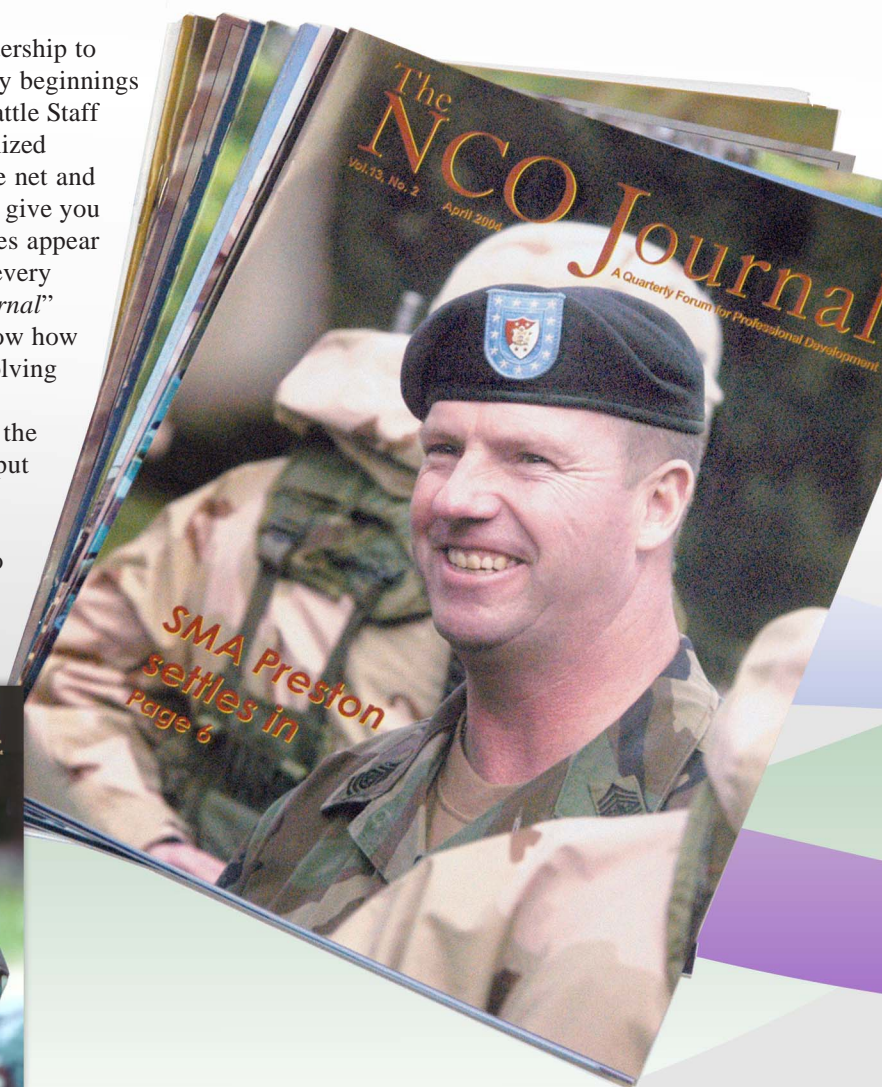
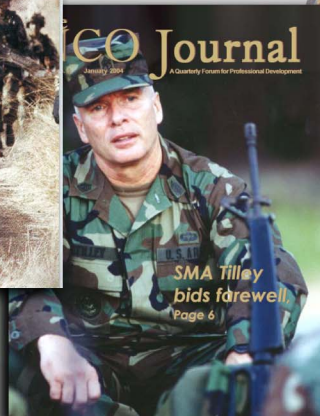
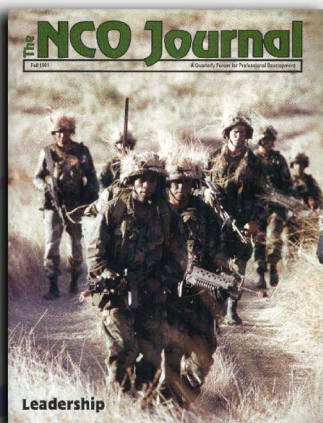




Journal

articles we selected run the gamut from NCO leadership to NCOES issues. You will find articles from the very beginnings that deal with how to successfully complete the Battle Staff and First Sergeant courses, instilling pride, centralized promotion boards, mentoring, raising the discipline net and more. Many of these articles have been updated to give you the most current information possible. Other stories appear as they did when they were originally printed. In every case, the articles provided in this “Best of the *Journal*” are intended to not just re-visit our past, but to show how much of what we do in the Army today is ever evolving and transforming.

We hope you enjoy this look back at some of the *Journal*’s best articles and continue to give us input and feedback on how we can make your *Journal* even better in the months and years to come.



HOW TO COMPLETE THE BATTLE STAFF



COURSE



By Sgt. Maj. Gabriel Maddox

As leaders, we have an obligation to best prepare our NCOs to perform the staff functions, especially for times when primary staff members are otherwise engaged on the battlefield.



Completing the Battle Staff Course gives staff NCOs the skills they need to manage the daily operations of a battalion or brigade command post, said Sgt. Maj.

Curtis Magee, chief instructor of the Battle Staff Course at the U.S. Army Sergeants Major Academy, Fort Bliss, Texas. "It's important for these staff NCOs to learn their specific staff duties and be familiar with other staff sections' duties."

As America's Army gets more technical, there is a greater need for our noncommissioned officers to understand the complex inner workings of a battle staff while becoming a warfighter of the 21st Century.

The Battle Staff Noncommissioned Officer Course (BSNCOC) is realistic, fast-paced and performance-oriented training. The course teaches NCOs — staff sergeants through sergeants major — to work as members of a battalion or brigade maneuver unit staff. They learn to assist in managing the complex operations in the various command posts.

The students must master several major requirements to successfully complete the demanding four-week course. Major subjects of study include Plans, Orders and Annexes; Graphics and Overlays; Military Intelligence; and Combat Service Support Operations.



Complete Phase I

The first requirement is to see your unit's training NCO to get enrolled through Army Training Requirements and Resource System (ATRRS) for Phase I and Phase II of the Battle Staff Course. The student must successfully complete Phase I in order to attend Phase II.

Phase I consists of 12 CDs that contain 23 self-study lessons and an online examination. The students must score 70 percent or better to receive a "GO" on the Phase I exam. Once the student is enrolled in ATRRS, he or she will receive the study material by mail. Students have 60 days to complete Phase I.



Meet weight standards

The height and weight standards are the same requirement for all Army schools: you must meet the height and weight standards in accordance with AR 600-9. This may sound like an easy requirement, but approximately one in every 55 students fail this requirement.

Pass Record APFT

Another requirement comes from AR 350-1, which states that you must pass a record Army Physical Fitness Test within 72 hours of starting the course.

Students who attend the course at the U.S. Army Sergeants Major Academy at Fort Bliss will find that the climate may take its toll. Bliss is located in the Franklin Mountains of El Paso. The region is considered a desert environment and is also approximately 3,700 feet above sea level. The elevation plays a big role during the record Army Physical Fitness Test; students on average lose approximately a minute to a minute and a half off of their run times.



Phase II attendance

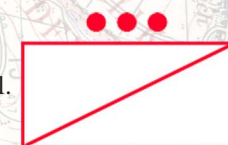
The students attend Phase II, which uses interactive small-group instruction, either as a resident at Fort Bliss, Texas, or Fort McCoy, Wis.; or they attend through video-teletraining at one of the certified sites Armywide.



Graphics and Overlays block

This requirement is one of the most challenging portions of the course and has the highest failure rate of any of the blocks of instruction. The standards for this block of instruction come from FM 101-5-1. Some of the major reasons for Graphics and Overlays failures are:

- ⊗ Poor basic map reading skills. Combined with limited ability to use the legend of a map, students aren't able to plot six-digit grid coordinates, causing them to misplot symbols and control measures.
- ⊗ Lack of attention to detail. For example: failing to label the mandatory fields (role indicator, size





NCO Journal photo

Part of the Battle Staff planning process students learn through the course is the performance of rehearsals. Above, instructors lead students through a terrain-model rehearsal which helps subordinate leaders visualize the commander's intent and concept of operations in the field. The terrain-model rehearsal is the most popular of the rehearsal techniques.

indicator and unit designation). Neatness is critical when doing overlays and some students try to draw the symbols freehand if they get behind using the template.

⊗ Failure to interpret the Operations Order. Some students have trouble identifying surrounding units. This leads to incorrect labeling of phase lines, boundaries and other control measures.

⊗ Failure to use the recommended plotting sequence. Students sometimes draw symbols out of sequence, resulting in erasures and redraws of various requirements. This causes the loss of valuable time during practical exercises and the examination.

⊗ Failure to double-check their work. Once the students finish, they should double-check their work and ask themselves a few questions: Do I have the mandatory fields correct? Does the symbol require a special size-indicator (task force or company team)? Are my boundaries labeled correctly? What kind of unit is it?

Plans, Orders and Annexes block

Everything the students need to successfully complete the course can be found in FM 101-5. Students learn how to prepare a Warning Order and then follow it up with a brigade or battalion Operations Order with all appropriate annexes. They also learn how to prepare and use fragmentary orders to change missions when directed. They prepare their unit's orders for execution during the command post exercise. The problems the students usually have are because they don't pay attention to detail.

Military Intelligence block

The Military Intelligence block of instruction is the second most challenging area next to Graphics and Overlays. One of the problems is that very few NCOs work in this area. The MI block helps the student get a better understanding of exactly what the S-2 duties and responsibilities are. Students that have a basic understanding of opposing forces doctrine are a step ahead of others during this block. Students complete practical

exercises in three or four-person teams during these lessons. The students must use all the staff elements in processing and disseminating intelligence information. The students must pay attention to detail and be able to assimilate multiple documents into the decision-making process to complete this block of instruction.

Combat Service Support block

Few have trouble with the CSS block of instruction since most NCOs have had some experience working with Combat Service Support elements. If they've fueled and fixed equipment and have worked with S-1 and S-4 NCOs they will have no problems with this block of instruction, but it still requires attention to detail.

10-Minute Military Information Briefing

This is the same requirement that NCOs must complete for NCO Education System courses. Students will research, prepare and present a 10-minute (plus or minus two minutes) military information brief.

Command Post Exercise

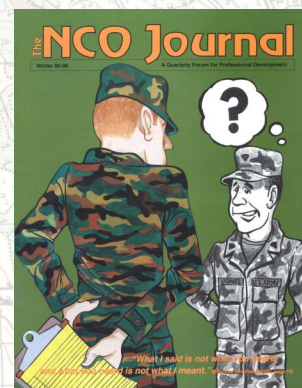
The students' final requirement is to participate in a Command Post Exercise (CPX). The students are assigned a staff position and during the CPX they must work that position. The CPX is the culmination of everything the students have learned and now must put into action.

The course prerequisites are outlined in AR 351-4. Units should take the time to carefully choose the right Soldiers to attend the Battle Staff Course. They should be selected based on their MOS and position. Once a Soldier is selected to attend, he or she should contact a recent graduate who can mentor the Soldier regarding the course. All Battle Staff Course graduates should take the time to share and pass on the skills they learned in the course. As a Battle Staff Course graduate, you will be a well-trained and highly skilled 21st Century warfighter.

For additional information on the Battle Staff Course, contact either of the following: BSC Chief Instructor at DSN 978-9165; BSC Senior Instructor at DSN 978-9194/9211 (commercial prefix for all numbers is 915-568-XXXX). The fax number is DSN 978-8145. You may also visit the Web site at <http://www.usasma.bliss.army.mil/BSNCOC>.

Editor's note: Sgt. Maj. Gabriel Maddox is a senior instructor at the Battle Staff NCO Course, U.S. Army Sergeants Major Academy.

This story first appeared in the Winter 95-96 edition of the NCO Journal. Maddox has rewritten and updated the information to current standards and criteria.



Preparing to wear the diamond:

What it takes to complete the First Sergeant Course

By Master Sgt. Matthew J. West

The position of first sergeant is one of the most honored and sought after positions in the NCO Corps. Only those that have outstanding leadership qualities, the highest moral and ethical values, integrity, dedication to duty, military occupational skill proficiency, outstanding personal appearance and military bearing and the physical toughness required are selected for this prestigious position, according to Sgt. Maj. Christopher Adams, Chief of the First Sergeant Course at the U.S. Army Sergeants Major Academy, Fort Bliss, Texas. Because of its importance, the Army Chief of Staff made it mandatory for all first-time first sergeants to attend the First Sergeant Course (FSC). The intensive three-week course focuses on six major training areas: unit personnel management and administration; leadership, discipline and morale; logistics; maintenance and security; physical fitness; and operations and training management.

The current policy states that all active-duty Soldiers selected to serve in first sergeant positions must attend FSC within six months of assuming these duties. Reserve Component First Sergeants will attend either the Resident FSC or the FSC-RC within a one-year window beginning six months prior to assuming the position.

The course is divided into two phases: The students complete the Phase I coursework via correspondence courses. Phase I contains 31 self-study lessons, approximately 58.5 hours of instruction. Once they finish the coursework, the students take a proctored exam. All students must complete Phase I before enrolling in Phase II.



Phase II consists of 104 hours of programmed instruction, spanning three weeks, that gives the students everything they need to know in order wear the "diamond," Adams said. Phase II is conducted either as a resident course at USASMA; Fort McCoy, Wis.; Leesburg Training Center, S.C.; Camp Williams, Utah; or Fort Indiantown Gap, Penn., or through video tele-training (VTT) at various sites Army-wide.

The classes are set up and taught in small-group settings. The small-group leaders instruct the students, but the students often add to the instruction by sharing their experiences and interacting with each other.

Whether the Soldier takes Phase II through the resident course or at a VTT site, preparation is the key to their success. "Soldiers selected to attend the FSC should prepare themselves both physically and mentally for the course," said Adams.

Those attending the resident course at the Academy should keep in mind that Fort Bliss is located in the Franklin Mountains of El Paso. The region is considered a desert environment and is also approximately 3,700 feet above sea level, Adams



U.S. Army photo

Soldiers can complete the First Sergeant Course, Phase II instruction, via the Academy's video teletraining capabilities. Right, physical fitness is an important part of the First Sergeant Course. Besides passing the APFT, resident students also take part in the First Sergeant Course Challenge, an intense competition that includes chin-ups, a sand-bag race and the rope climb.

explained. This is probably a significantly different climate for most students. The elevation plays a big role during the record Army Physical Fitness Test; students on average lose approximately a minute to a minute and a half off of their run times.

"If you are close to your minimum run time, you should probably conduct pre-training before attending the course," Adams said. The students take the APFT on the third day of the course, which doesn't allow them much time to get acclimated, Adams said. Soldiers with temporary profiles that prevent them from taking the APFT will not be enrolled. Those Soldiers with permanent profiles will be tested within the limits of their profiles, he said.

In addition to the APFT, all students weigh-in during in-processing and those found outside the authorized allowable standard are taped in accordance with AR 600-9.

Mental preparation is just as important as physical preparation, Adams said. "The students must be able to conduct

research, locate key information in regulations and understand Army systems. All of these are vital to succeeding in the course," he said. To prepare for the course, see the accompanying list of regulations and field manuals, which provides a comprehensive – but not all encompassing – list, Adams said. The students will use several other regulations and manuals during the course, but understanding those key regulations will help the students' ensure their success.

In addition to comprehending Army publications, battle-focused training is a big part of the course so the



U.S. Army photo

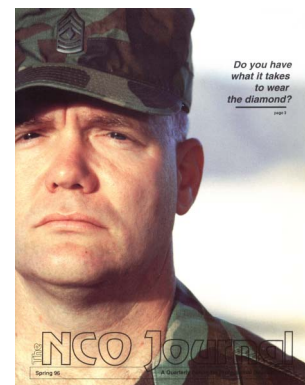
students should be familiar with their units' Mission Essential Task Lists (METL) before attending the course, he said.

On average, the FSC graduates 700 students annually.

While the basics of the course remain the same, the course material is constantly changing to reflect the latest lessons learned, tactics, techniques and procedures.

Soldiers scheduled to attend the course who have questions or comments, may contact the Chief/Senior Instructor at DSN 978-8205/8479 or Commercial (915) 568-8205/8479. Students may also e-mail questions or comments to the FSC cadre at ATSS-BBF-FSC@bliss.army.mil.

Editor's note: Master Sgt. Matthew J. West is an Infantryman with Airborne Ranger experience and more than 20 years service in the Army. He is a graduate of the Sergeant Major Course, Class 54, assigned to 3rd Brigade, 3rd Infantry Division, Fort Benning, Ga. He is a former First Sergeant Course instructor and has served in every leadership position from Team Leader to Operations Sergeant Major. This article appeared originally in the Spring 1996 NCO Journal.



Must-have reference materials

AR 27-10; AR 600-20; AR 623-205; AR 600-9; AR 350-1; AR 350-17; all Supply Management regulations; FM 22-100; FM 3-0; ARTEP 7-8 MTP.

The USASMA Web site, located at <http://usasma.bliss.army.mil/FSC/Pubs.htm>, provides a list all of the references students will use during the course.

Wars may be fought with weapons, but they are won by men. It is the spirit of men who follow and of the man who leads that gains the victory. *Gen. George S. Patton*

That's what it takes to set their souls on fire

By Master Sgt. John McLennon

What did Genghis Khan have in common with Mahatma Gandhi, or Mother Theresa with Adolph Hitler? What would explain their almost mystical power to set the souls of their followers on fire? On a broader scale, what quality do great leaders possess that motivates people to follow passionately, even when doing so endangers their lives?

Of the leaders discussed here, all turned their followers into winners and made their lives meaningful. They made people feel important.

Genghis Khan's victories turned his people into great conquerors; Mahatma Gandhi showed the down-trodden how to exert power over governments without resorting to violence. Mother Theresa taught her followers that by sacrificing their lives for the poor, they became equal to kings in the eyes of

God. Hitler used the German people's desire for a prosperous, united "Fatherland" to build his Third Reich.

Scholars searched for years to determine the secrets of leaders – were they born, chosen by God or were there special characteristics that set leaders apart? Instead of common denominators in the character of leaders, scholars instead found extremes. Of those mentioned here, one was a warrior, one a pacifist; one a saint, the other considered a madman. No consistency in personal characteristics existed.

Next, scholars decided to list all the wise and virtuous acts of leaders. They even threw in a few vices. The list consisted of a series of contradictions. Pay attention to details, but don't micromanage. Be compassionate while being ruthless, etc. Again, the scholars fell short. They were searching in the wrong area. Instead of asking "What makes these leaders

great?" They should have been asking "What makes people want to follow?"

These leaders became great not because they possessed the power to force obedience, but because people willingly and energetically followed their leadership. They stirred emotions and harnessed tremendous energy by fulfilling man's most basic non-biological need: the desire for a meaningful life. Despite terrible adversity, their people continued to serve them because only they fed that daily hunger for dignity, worth and a sense of meaning.

One lesson NCOs can learn from this is that great leadership cannot exist apart from the human need for a sense of meaning. Soldiers derive that sense from confidence in their abilities to succeed, respect from their superiors and associates, membership in an important group and service to an idea greater than themselves.

First, every NCO knows the best way to build a Soldier is through training that allows the Soldiers to take on tough challenges and succeed. This is what makes Soldiers; it's the reason most joined the Army. Without good training they don't feel any legitimacy as Soldiers, and their roles in the Army become meaningless.

Training, therefore, is an NCO's first responsibility – the first element that makes Soldiers winners and sets leaders apart.

The second element is respect. Any time you, as a leader, degrade a Soldier, you have violated your contract to make subordinates winners. The experiences of humiliation and a sense of meaning are not compatible. The Soldier who is made to feel worthless cannot, at the same time, believe that he fills any meaningful role. Even when Soldiers behave in immature or hostile ways, your duty is to treat them with respect by responding professionally. When leaders enter into personal

conflicts, they damage their professional relationships with their Soldiers.

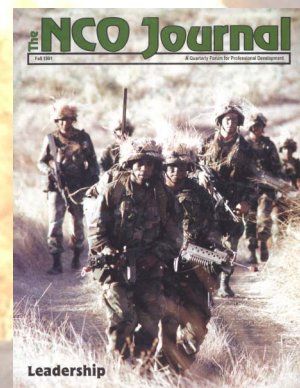
The Soldier's third need is the sense of belonging to an important and identifiable group, such as a platoon or squad, where Soldiers work together and know each other's abilities to that the individual becomes important.

The small group gives people a sense of meaning. An NCO can increase this sense of meaning by increasing the importance of his squad or platoon. Anyone who belongs to a special circle of people must be special themselves. To heighten this sense of importance, a group must also have its own identity. Thus organizations develop their own unit T-shirts, handshakes, mottos or ways of speaking, all to make their groups distinctive. It is no accident that artillery Soldiers wear red socks with their dress green uniforms or cavalry Soldiers wear spurs. These distinctions make their groups stand out – and, therefore, special in the eyes of their members.

The one thing that makes a group especially important, however, is its dedication to an ideal or principle greater than the individual himself. This leads us to the fourth element that gives Soldiers a sense of meaning. People determine their importance by measuring how much other people need or appreciate them. When more people rely on an individual, that person becomes more important. When a Soldier puts self-interest aside and begins to serve the needs of people in his unit, he increases his importance to others. That importance increases more when he dedicates himself to the service of the nation.

When you put meaning into your Soldiers' lives by training them in specialized skills, developing cohesion in an elite but small group and dedicating that group to the professional ethic of service, those Soldiers will form a bond and be inspired. And you will be the NCO who sets their souls on fire.

Editor's note: Master Sgt. John McLennon, at the time he wrote this article, was the Nuclear, Biological and Chemical NCO in Charge, 199th Infantry Brigade (Motorized, Fort Lewis, Wash. This article originally appeared in the Fall 1991 edition of the NCO Journal.



When new NCOs report, are you... Feeding them to the Wolves?

By 1st Sgt. Robert L. Phifer

Sgt. Doe recently arrived at Fort Bragg. He has been in the Army for three years and has attended jump school, although he has never been on jump status. In his previous assignment in Germany, he completed PLDC and correspondence courses. Now he's at the division replacement detachment, thinking about what lies ahead. A couple of blocks away, his new unit has been notified of his pending arrival.

A popular expression in Doe's battalion is, "The train is moving faster than ever, and it doesn't look like it's going to slow down." Doe faces a hectic pace when he reports. A better expression might be that the unit will be "feeding him to the wolves."

When he does report in, he's briefed, then it's out of the airplane and into the foxhole. He's constantly being corrected because he doesn't know unit SOPs and standards. At the initial manifest, most of his team's equipment is not properly rigged for an airborne operation. In the motor pool, no parts are on order for his Humvee because he didn't know the ordering procedures. In the field, it's discovered that he's never led a team tactical movement and his team is lost for several hours.

Unfortunately, many new leaders don't grasp their jobs until they repeat mistakes several times. They sometimes fall prey to stress and react negatively to otherwise simple tasks.

Such a scenario could have – and probably has – taken place on many Army posts. Every unit has some requirements or ways of doing things that must be passed on to new leaders.

Certain integration mechanisms should have been put into action when Sgt. Doe was still at the replacement detachment. FM 22-100, Military Leadership, calls this "Developmental Leadership Assessment;" FM 25-101, Battle Focused Training, calls it "Leader Development;" and the 1st Battalion, 325th Airborne Infantry Regiment calls it the Unit Leader Development Program (ULDP). With the idea of putting needed information into the system, this article is designed to share with fellow NCOs our method of ULDP.

Why have ULDP? There are several reasons. According to



Photo by Dave Crozier

When your new sergeant arrives, will he or she be left holding the bags? Or will he or she be welcomed into the unit and given a full orientation as to his or her duties? One way to ensure success is through the Unit Leader Development Program.

FM 25-101, one reason is to develop junior leaders. Another is that such a program feeds the hunger of motivated leaders who lack experience when they arrive at new units. Equally important is that units need continuity when leaders rotate. Army Chief of Staff Gen. Gordon R. Sullivan lists leader development as one of the six Army imperatives.

What are the objectives of ULDP? FM 100-5, Operations, states that we need competent and confident leaders. Operational effectiveness is enhanced by development of the nine leadership competencies. Assessment and positive feedback are important to this process because they also help NCOs recognize their strengths and weaknesses. An overly simplified model of this process can be described as involving assessment, feedback, training, reinforcement, education, experience and selection for advancement.

A dynamic leader development system includes three equally important pillars: institutional training, self-development and operational assignments.

Unit leader development also involves three phases:

reception and integration, basic skills development and advanced development and sustainment. This means that the program is a process that spans a Soldier's entire tour of duty with a unit. It also means that NCOs in the unit share responsibilities to make ULDP effective; NCO Professional Development (NCOPD) is an excellent starting point for this process.

Now, let's take Doe through our process of receiving new leaders.

Before he even arrives, his records are reviewed by the battalion commander and CSM. They determine where he should be placed, considering factors such as a need for staff time or troop time. After an interview at battalion level, he is told of his assignment.

The CSM then issues a formal ULDP packet; it includes a schedule of required assessments and goals. Key staff NCOs brief the new sergeant on their responsibilities and how they work with the chain of command. The CSM gives a class on the profession of arms and then gives Doe a written history of the unit, traditions of the regiment and a copy of the battalion Mission Essential Task List (METL). Doe is then introduced to his first sergeant.

Its top's responsibility to monitor the results of Doe's assessments – such as skills, knowledge and attitudes for Doe's skill level – and to send reports to the CSM. The first sergeant explains the importance of these assessments in a positive way. He also gives Doe a calendar with assessment milestones. He further explains that assessments will focus on the nine leadership competencies: communication, supervision, teaching and counseling, soldier-team development, technical and tactical proficiency, decision making, planning, use of available systems and professional ethics. Before leaving this meeting, Doe fills out a leader development counseling form and receives a copy of the company METL and NCOPD.

During the reception and integration phase, Doe concentrates on those tasks which the command has determined are



Photo by Dave Crozier

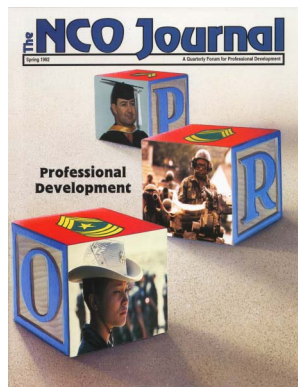
Before your new sergeant arrives, his or her records should be reviewed to ensure they are placed in the unit position appropriate for their skill and experience as a leader.

ready for his next phase.

The advanced development and sustainment phase helps Doe maintain and improve proficiency in those tasks he can do or master. He's then assigned additional duties, such as key control NCO, equal opportunity NCO and safety NCO. He attends developmental and technical courses. He receives assistance with preparing a self-development program, based on the skills he needs or wishes to develop. This phase includes correspondence courses and professional reading. It will continue for the duration of Doe's tour with the unit.

Doe has now been fully integrated into the unit. He has been challenged and has proven his skill and will.

The ULDP — actively supporting the three pillars of leader development — will result in a competent and confident leader who knows his job and who seeks a higher level of excellence throughout his time in the Army.



This article is reprinted in its entirety to show that unit-level sponsorship is important and hasn't changed much in 12 years. At the time of this printing, Phifer was the first sergeant of Co. D, 1/325th AIR, Fort Bragg, N.C. This article originally appeared in the Spring 1992 issue. For more information on the Army sponsorship program refer to AR 600-8-8.



Sponsorship is a 'Total Army' program

By Dave Crozier

What makes a good sponsorship program? Or for that matter where can information be obtained about the Army's Sponsorship program? The answer to both of those questions, according to Sgt. Maj. Calvin Taylor, Human Resources Command (HRC)-Alexandria, can be found in Army Regulation 600-8-8, *The Total Army Sponsorship Program*, dated April 3, 2002.

"This is the letter of the law and the way to conduct business today," Taylor said. "One of the things that a lot of the units will do is they will have their own program that they implement which covers unit-specific information. But if I were to help someone put together a sponsorship program, I am always going to go by the regulation just because it is the letter of the law."

Taylor explained the regulation, while it may not cover all aspects of being a sponsor, it does outline in very specific terms what is required to comply with the Army's program.

"The regulation outlines all of the letters that need to be generated and it is very specific as to the timeframes those letters need to be completed," Taylor said. "It gives you the rules for appointing a sponsor. In the regulation it states that a sponsor will be appointed within 10 working days after the battalion receives the DA Form 5434 (Sponsorship Counseling and Information Sheet) that the incoming Soldier filled out at his or her losing unit."

While the regulation is specific as to how the program should be administered, it also states clearly that it is up to the incoming Soldier or civilian employee to decide whether or not he or she wishes to have a sponsor.

"It is not mandatory for them to have a sponsor," Taylor said. "But we have to have the program in place and offer the service to them. If no sponsor is desired, then a welcome letter from the battalion activity commander, command sergeant major or the activity director for civilian employees will still need to be sent. However, no further sponsorship activity will be taken until the person arrives on station."

Even though the program is not mandatory, Taylor points out that having a sponsor and knowing how to sponsor a new Soldier or civilian to your unit is important.

"It is one of the ways that we as a group, as a corps, as a unit, shows we take care of our Soldiers. As a leader you give out directions on tasks that need to be accomplished," Taylor said. "Well, a good leader is not only going to hand out those tasks, but [he or she] will also tell the Soldier what is expected, what is the standard and then will come back and check to ensure the task is done correctly. The leader doesn't just pass it off and forget about it. The

sponsorship program is like that, it helps you to not just pass off the Soldier and forget about them, it shows you how to ensure integration is done correctly."

Taylor explained that another part of the Total Army Sponsorship Program is not just following the regulation, even though he stated you can't go wrong in doing that.

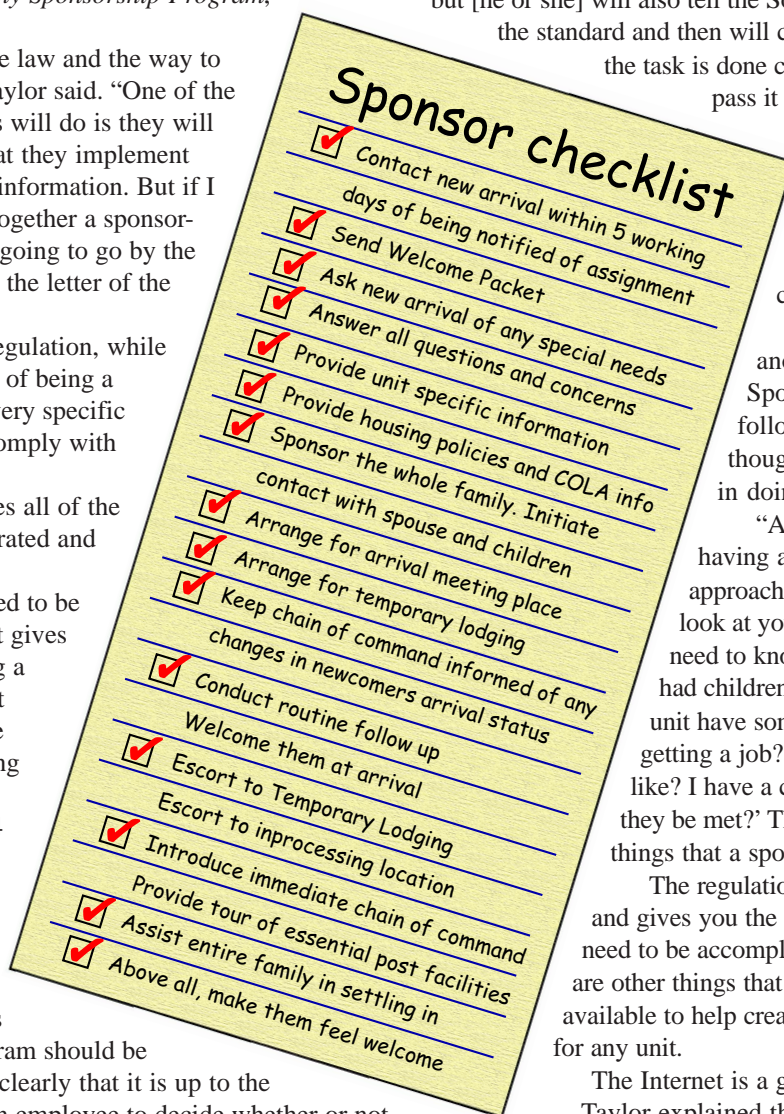
"A lot about being a sponsor is having a common-sense and caring approach," he said. "You need to just look at yourself and ask what I would need to know. 'What if I was married and had children ages five and seven? Does the unit have something to assist my spouse in getting a job? What are the medical facilities like? I have a child with special needs, can they be met?' There are so many different things that a sponsor should consider."

The regulation only scratches the surface and gives you the minimum amount of tasks that need to be accomplished, he continued. But there are other things that can be done and many avenues available to help create a great sponsorship package for any unit.

The Internet is a good place to start.

Taylor explained there is so much information out there on the various *Army.mil* sites it is almost information overload. Obviously HRC is the subject matter expert on the regulation, he continued, but many units have different sponsorship tasks on their sites that speak to their uniqueness. Every sponsorship program can be different depending on the unit, but they must still start with AR 600-8-8.

"It is the letter of the law and you can't go wrong with that," he concluded.



Leadership aspects of instilling pride

By Command Sgt. Maj. Ron R. Semon
and Lt. Col. Cole Kingseed

NCOs who understand the importance of morale and esprit know that instilling unit pride contributes significantly to combat readiness.

Unit pride consists of four fundamental components: the establishment of a positive command climate, confidence in the members of a command, trust in the organization and a strong sense of affiliation to a specific unit.

Command climate

Command climate is the conduit for developing unit pride and morale. Soldiers need to feel that their leaders are receptive to their needs. The fulfillment of those Soldier needs establishes a certain command climate. That climate evolves into a strong sense of identity for the command and its leaders. Only the leader, regardless of the level, can set the stage for the development of a positive climate in a unit.

Leaders create a positive command climate by "focusing" the unit. They explain expectations of proficiency, leadership and Soldiers for the next six, 12 and 18 months of training. Then, they encourage senior leaders to delegate to subordinates. They teach, coach and mentor the officer/NCO relationship in leadership and training.

Leaders establish a positive climate by consistently and promptly recognizing good performance. Soldiers link good performance to such simple signs as hand shakes, pats on the back, certificates of achievement, small-unit leadership badges, immediate presentations of marksmanship awards at unit formations and specialty awards such as public recognition of professional excellence. For example, leaders miss an excellent

opportunity if they fail to pin an expert infantryman's badge (EIB) to the chest of a Soldier who completes the grueling competition. Public ceremonies with dignitaries and families can follow, but the Soldier will never be prouder than the moment he earns the expert infantryman's badge or any badge of distinction.

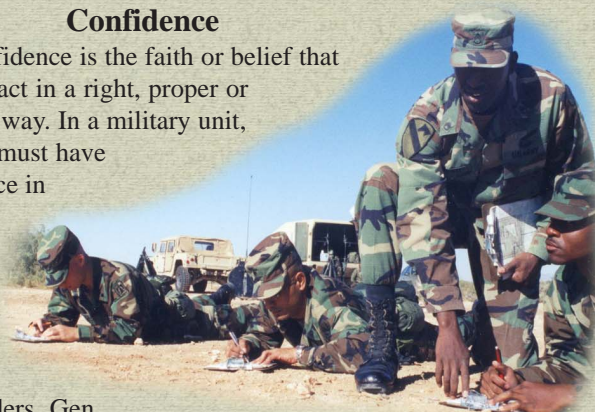
Another important factor in building cohesion centers on the frequency leaders talk to Soldiers. Most leaders will readily claim they have an excellent rapport with the troops but that perception is often one-sided. In addition to normal operations, NCOs should brief their platoons and squads daily. Remember, informed Soldiers perform better than Soldiers who must consistently grasp for information about training schedules, leader expectations and unit policies.

Confidence

Confidence is the faith or belief that one will act in a right, proper or effective way. In a military unit, Soldiers must have confidence in themselves, their fellow Soldiers and in their leaders. Gen. George S. Patton once called self confidence the twin brother of leadership. In Patton's estimation, a confident Soldier was a trained Soldier. Above all, units with enormous pride share the common feature of well-trained troops at every skill level. Professional competence is directly related to confidence. Competence is also a function of grade. Specialists are expected to know more about their weapons than privates because they teach privates how to use them.

Team leaders and squad leaders have the primary responsibility to train Soldiers. Fulfilling this responsibility begets confidence in the Soldiers and leads the Soldier to confidence in the leader. Self confidence contributes to and frequently creates success. Successful completion of individual tasks manifests itself in successful completion of the unit's collective tasks and ultimately the training mission.

Soldiers must also have confidence in their fellow Soldiers. They must feel comfortable that the Soldiers on their left and right can be depended upon to perform their specific tasks to standard. Gunners must know their assistant gunners are as familiar with a crew-served weapon as they are. Team members



must know that they may take over the team and assume the mission if casualties occur.

Confidence in the leadership also breeds loyalty to the unit's leaders. Often, we make a great deal about loyalty being from the bottom up. However, loyalty from the top down is just as important and unfortunately less prevalent. Leaders have the responsibility to ensure that subordinate leaders and Soldiers entrusted to their cadre have opportunities to be competitive for advancement. Demand high standards and insist they attend military and civilian schools. Soldiers may initially not appreciate your insistence; however, they will know you care and this breeds loyalty.

Trust

Trust in one's organization is another indispensable characteristic of units known for their pride and camaraderie. As proficiency increases in units that concentrate on small-unit training, so does trust. The more times small units meet or exceed the standard, the more cohesion evolves. Training becomes a team effort and leadership is participative.

Leaders build trust by actions not by words. Trust is not easily obtained, but it is easily lost the first time the command fails to lead properly or train its Soldiers. Soldiers constantly assess the dependability and effectiveness of the unit's leadership. They're the leaders' most staunch advocates and most severe critics in an on-going process. As this trust evolves between the leader and the Soldiers, a sense of belonging to the unit and a desire to excel will prevail.



The same trust is true in senior-subordinate relationships. Commanders must empower subordinates with the authority and responsibility to execute missions. Junior NCOs perform better if they believe that the commander and senior NCO support channel have trust in their abilities to execute assigned tasks. Hold leaders personally accountable for their subordinates. There may be growing pains with this approach, but once everyone comes on board, leaders will have a winning team.

A sense of belonging

The final ingredient in establishing pride in a unit is the development of a sense of affiliation to a winning organization that's rich in tradition and that cares for the Soldiers in the command. Moreover, it's not enough to feel like you are just a part of the team.

Leaders must welcome each young Soldier and family to the command as they would want to be welcomed themselves. The

leader must assign a sponsor who is receptive to a newly arrived replacement. Commanders and first sergeants should interview all newly arrived

Soldiers. They must inculcate that Soldier in the proud heritage and traditions of the unit. It's OK for platoon sergeants to proudly state their platoon has the most EIB recipients in the battalion or the best squad automatic weapon gunner in the company.

Special activities that distinguish one unit from another are tools that create unit pride. Some units sponsor home-away-from-home events, such as unit Christmas parties, family nights at the dining facility, boxing smokers or





unit support for a local school or charity. Consistent, purposeful unit activities such as monthly battalion runs, company teams in all post athletic leagues, maintenance competitions to determine the best driver in each category are also useful. Formal dining-ins and dining-outs also contribute to the unity of the command. These activities promote cohesion and enable family members to be part of and enjoy the traditions of the Army.

Family functions such as unit religious retreats and organization days may also create a sense of affiliation to the command. Strong family support groups also send a clear signal to the families that they're as important to the command as the Soldiers themselves. Make families proud of what their Soldiers do for the Army.

Finally, don't disregard the Soldiers in planning activities to generate pride. Some of the best ideas we observed in units came from individual Soldiers in command information classes. One Soldier asked if it were possible to obtain a distinctive battalion certificate to commemorate participation in a major international exercise. Battalion or company coins of excellence are also popular with troops. Some companies post company honor rolls to list the names of NCOs and their squad members who won squad tactical competitions.

Make the Soldiers feel special to be members of a winning team. Solicit Soldiers' comments, let them help plan events, suggest ideas and make them part of the team. The first sergeant and platoon sergeant must play the role of cheerleaders and encourage the Soldiers to excel. Challenge the Soldiers to continue the proud legacy of the Soldiers who preceded them. Build the identity of the company and the battalion. You

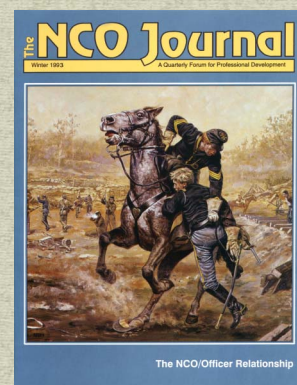
will know you're successful when Soldiers begin identifying and boasting about their squad and platoon, as well as their company and battalion.

Conclusion

NCOs make major contributions to establishing pride in their respective units by being mindful of the qualities and characteristics Soldiers like to see in their organizations. It's the spirit of the Soldiers who follow and the leaders who lead that produces combat-ready units. Well-trained and well-led Soldiers are confident of victory. They ensure success because they have confidence, trust and strong association to units with a rich heritage.

Does your command have such squads, platoons or companies? You don't even have to ask the leaders because you can see it on the faces of the Soldiers. When they salute smartly and thunder out the name of their regiment or company, you have Soldiers who are proud of their heritage, Soldiers who will fight and win this nation's wars.

Editor's note: This article originally appeared in the Winter 1993 edition of the NCO Journal. At the time this article was written Command Sgt. Maj. Ron Semon was the command sergeant major, U.S. Corps of Cadets, U.S. Army Military Academy, West Point, N.Y., and Lt. Col. Cole Kingseed was an associate professor of history at the Academy.



Injuries can be reduced with proper fitting running shoes

By Maj. Gregory Weaver

Americans spent more than \$14 billion on footwear for athletic participation in 2003, according to the National Sporting Goods Association's Web site, but spending big bucks on a pair of running shoes does not guarantee optimum performance or injury prevention. Finding the right shoe for you is really a simple, three-step process.

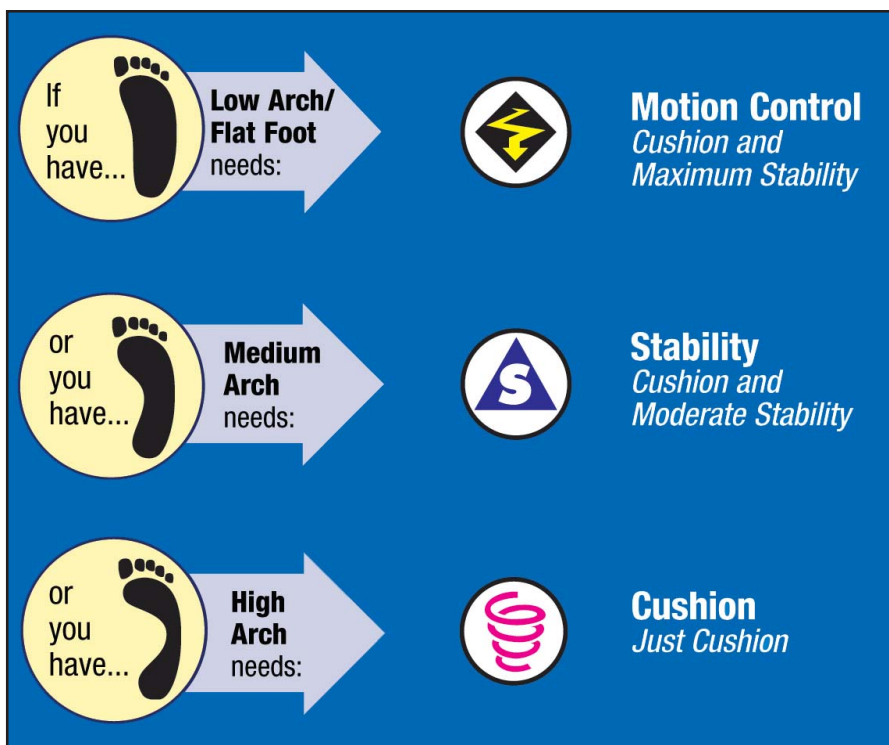
Here's what happens to your feet when you run: During normal running the outside of the heel strikes the ground first, then the outside of the foot contacts the ground, placing the foot in a supinated position. The foot then rolls inward and flattens out along the longitudinal arch in a pronated position. The foot should then supinate again by rolling through and over the ball of the foot, changing the foot from a mobile surface adapter to a rigid lever that propels your body forward.

Armed with an understanding of basic foot mechanics, you now know that selecting the right running shoes is critical for optimum running efficiency. The most common cause of a running injury is excessive pronation. Finding the right shoe, determined by your foot type, decreases the chance of you joining the ranks of the profile holders in any formation.

The first step in purchasing running shoes is to know what type of foot you have. Biomechanically, there are three types of feet: high-arch, no-arch or flat feet, and neutral or normal feet, which falls somewhere between the high-arch foot and the no-arch foot. High-arch feet are the least common, the most rigid and the most susceptible to stress and overuse injuries. Because a high-arch foot does not pronate enough, it is not an effective shock absorber. Consequently, with impact forces as great as three and half times body weight per stride, injury soon follows.

The flat foot, with little to no arch, is on the other end of the spectrum. This foot type, also known as a floppy foot, overpronates and rolls in excessively. The normal foot, with some degree of arch, is a foot that adheres to the description of normal foot mechanics. The normal foot is efficient and does not require any special considerations relative to purchasing running shoes.

You can determine your foot type by a simple test called "the wet test." To perform the wet test, wet your foot and step on a dry surface, such as a paper towel, and then examine the footprint left behind. Then compare your footprint to the standardized templates and determine which of the three



Graphic courtesy of Roadrunner Sports

The above graphic shows the relationship of the arch of the foot to the desired type of running shoe a person needs to ensure proper pronation. To find out what type of arch you have conduct the wet test by wetting your foot and then standing on a piece of paper. The type of foot arch you have will look similar to one of the three types depicted above.

outlines most closely matches your foot. Knowing your foot type roughly correlates with the amount of stability required for your shoes. This is an estimate and a handy starting point, but if you have a history of lower extremity injuries or have concerns with this process, seek medical assistance from professionals such as physical therapists, podiatrists or orthopedists to assess your foot type and running shoe requirements.

The second step in the process is to match your foot type with the correct shoe. For Soldiers, running shoes are the tool, the sword of battle, the one piece of equipment that runners depend on to keep them comfortable and injury-free during physical fitness training, according to Roadrunner Sports. To go along with the three types of feet, there are three types of running shoes: motion control, stability and cushioned. The high-arched foot requires a cushioned, curved shoe with plenty of flexibility to encourage motion from a foot that is naturally very rigid. The flat foot needs a motion control, straight shoe with a firm midsole and control features that limit and reduce pronation. The normal or neutral foot performs well with a stability, semi-curved shoe with only moderate control features.

The third and final step when choosing running shoes is to ensure proper fit. "More than 43.1 million Americans – one in

every six people – have trouble with their feet, mostly from improperly fitting shoes; this is a huge public risk that costs the United States \$3.4 billion a year,” according to the NSGA Web site. Some of the complications that many people encounter result from little-known facts. For example, most people have one foot that’s larger than the other. Also, your feet get larger as you grow older. Rarely does a salesperson in most mainstream retail stores know how to fit shoes; and rarely do we, as consumers, ask to have our feet measured. To further complicate proper fitting, “The draw to be like today’s sports hero and the running shoe industry being a \$5 billion gold mine, the average runner is often enticed by vibrant colors, funky styles and the latest trend when purchasing athletic footwear,” according to an article in *Orthopaedic Practice*. The biggest challenge remains for the consumers to purchase and wear shoes that fit the needs of their feet, not their fashion style.

There are three keys to the right fit with your running shoes. You should have approximately a thumb’s width of room between your longest toe and the tip of the shoe; you should be able to comfortably wiggle your toes in the shoe’s toe box. Second, the shoe should hold your foot securely around the arch or instep area and also at the heel with little or no slipping. Running shoes don’t need to be broken in; the way they fit the first time is the way they will always fit. The third key for proper fit is that the shoe should fit the shape of your foot and not force your foot to fit the shape of the shoe, according to the Roadrunner Sports Web

site. More tips on proper fit can be found on multiple Web sites such as: <http://www.aaos.org>, www.epodiatry.com, <http://www.roadrunnersports.com>, or consult FM 21-20, Appendix E pages E-1 and E-2.

When choosing running shoes, there are other factors to take into consideration, such as body weight. Men who weigh more than 180 pounds and women who weigh more than 150 pounds need shoes designed for heavier-than-average runners. Generally, these shoes are cushioned, heavy-duty shoes indicated as shoes for heavy runners. Another factor is shoe rotation. It is advisable to have two pairs of running shoes and rotate them after each workout, just like you did with your combat boots during basic training. You don’t have to buy two new pairs of shoes at the same time to rotate your shoes; you can do it with an older pair and a newer pair as well (for more information see <http://www.roadrunnersports.com>). Finally, listen to your body. If your ankles, knees, hips or lower back frequently ache after your run, then you may need to replace your shoes. The midsole, the most important part of a running shoe, eventually wears out, causing the shoe to lose its ability to absorb shock. At a minimum, plan to buy shoes every six months or every 400 miles and know that other conditions also affect the life expectancy of running shoes, such as humidity, moisture and the quality of construction. Invest in your health by buying high-quality running shoes that fit properly and match your foot type and body weight. Remember, your goal is to stay in the game and off the injury list.

Whether you are running in formation or on your own, having the right pair of running shoes that are designed for your arch is essential to preventing injuries and maximizing your fitness routine.



Editor's note: Maj. Gregory Weaver is the Health Promotions Officer for the U.S. Army Sergeants Major Academy, Fort Bliss, Texas. This article first ran in the Spring 1995 issue of the NCO Journal.

Raising the 'discipline net'



Photo by U.S. Air Force Tech. Sgt. James D. Mossman, 1st Combat Camera Squadron

By Sgt. 1st Class Timothy P. Carroll Jr.

In many ways discipline resembles a camouflage net. When a support pole is pushed up, the net rises and peaks at the point where the spreader contacts the net. In my analogy, the support poles and spreaders are the standards NCOs enforce. The stakes that hold the net from rising too far or flopping in the wind are the Uniform Code of Military Justice (UCMJ), ethics and leadership. I've found it often takes years to raise a unit's "discipline net" to its highest level.

To raise the discipline, NCOs must concentrate their efforts, carefully selecting a few standards at a time and raising them to a peak. It's not possible for NCOs to enforce every standard to its peak every time. As taught in the Noncommissioned Officer Education System and found in military doctrine like FM 7-1 (the former FM 25-101), it's often better to attack a large task in little bits than try to accomplish the whole at one time.

Standards can be raised universally by selectively enforcing those critical to your unit's mission. Physical training is one of the baseline standards critical to all units and easily raised. Soldiers respond well to high-quality PT increased to a peak over time. Soldiers who are at a PT peak are better able to perform and endure tough physical and mental tasks. When you raise your PT program standards, you'll also raise unit Army Physical Fitness Test scores, thereby raising Soldier and unit morale, which in turn amplifies a leader's ability to increase overall standards and discipline.

Once a standard is raised to a peak, it usually requires some form of routine maintenance – just as camouflage nets must be maintained to serviceable conditions. This maintenance period is a good time to peak other standards. Events which will change your selection of standards are mission changes or a significant turnover of personnel. A good place to define the key standards requiring immediate attention are in your unit mission essential task list, the long-range planning calendar, quarterly training briefings and after action reviews. For example, if you know that your unit is traveling to the National Training Center in a few months to train combat operations, then you can easily identify which standards to peak.

Raising a net in too many places at one time can lead to undue stress and tear the discipline net. This can result in lower duty performance and higher incidents of disciplinary problems. Leaders who attempt to peak at too many points at one time often break the discipline of a unit rather than raise it.

The stakes hold the net in place so leaders will not attempt to push a net too high. For instance, it would be easy to raise physical ability throughout a unit by giving Soldiers steroids. However, the UCMJ doesn't allow Soldiers to use steroids; besides, ethics would prevent us from doing such things to our Soldiers which violate the UCMJ.

It's easy to see that standards are the driving force behind discipline – the net that allows a Soldier to make the hard right decision over the easy wrong decision in the absence of leadership.

I put this “discipline net” theory into action starting last October. According to the long-range training calendar, my unit was scheduled to participate in 4th Inf Division and III Corps Warfighter exercises in February and March. In preparation we scheduled field training exercises from October to January. Our primary METL task is to process and disseminate intelligence to the 4th ID. Our “killing” system is a computer called the All Source Analysis System. Sixty percent of our Soldiers and officers were new and had never before worked with the ASAS. My task was to identify a few key standards to peak prior to entering the Warfighter exercises so our Soldiers would have discipline to succeed in our unusual field environment. We worked three feet of the ground in six five-ton expandables. (Contrary to popular belief, it’s not easy to sit on your butt all day looking at a computer screen while processing thousands of intelligence reports and conduct all the tasks which come along with a field environment.)

Several of the foundation tasks I chose to be relentless on were the way we laid about one mile of cable under our five-ton expandables, set up the huge camouflage net, performed daily preventive maintenance checks and services on all vehicles and practiced trash discipline. Platoon sergeants also raised technical standards within each of their work areas.

Laying cable under vehicles must be done with safety in mind. Our rate is that all cables cross at common points laid side-by-side and follow vehicle lines. Whenever a cable was laid that didn’t follow this rule, I brought it to the attention of every Soldier. We also discovered it was easier to troubleshoot cables when they’re properly laid.

The camouflage net became a popular topic for discussion. We quickly discovered an effective way to put up a net made of

20 hexes and 10 diamonds. However, maintaining a net this big can be difficult, especially if Soldiers take short cuts. The most common short cut we encountered was staking a rolled net instead of unrolling it and staking it at the lanyard-enforced edges. I conducted twice-daily camouflage net inspections, usually calling out Soldiers to conduct major repairs. While in garrison, we held training sessions to point out the cost of short-staking the net. In addition to the cost of maintaining a poorly staked net (it collapses in a breeze), we spent hours repairing large holes that were created.

PMCS, easily overlooked unless tended to, becomes a major issue. We had three, 30-kilowatt generators and several smaller generators which ran continuously for long periods. These generators ate up a significant amount of electricity and required fuel several times each day as well as PMCS at least once each day. Although it took several fuel outs for us to devise a fueling plan, daily PMCSes uncovered several potentially terminal faults before they were major problems.

Trash discipline was my primary push. If Soldiers aren’t disciplined enough to police their own trash, especially while in the field, then the discipline net is certainly too low. We policed trash at least twice daily. If 10 cigarette butts were discovered in our area of responsibility then smoking near the operational area was off limits for 24 hours.

I pushed these standards to a peak prior to Warfighter exercises, then relaxed some of the pressure during the actual training. The result was that we had great success killing the electronic enemy. Many senior Battle Command Training Program Observer/Controllers stated we had done more to a higher standard with the ASAS and intelligence than any division had ever done before during a Warfighter. In addition,

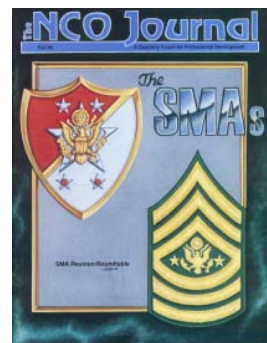
many senior NCOs and officers complimented the quality of our camouflage net, great litter discipline, amazing ability to keep continuous power and operational vehicles throughout 70 days in the field, and how well our site looked (a result of tackling the cables). I suppose a psychologist would call this behavioral modification. I like to think of it as raising foundation standards to increase the discipline net and guarantee mission success.

Editor’s note: At the time Sgt. 1st Class Timothy P. Carroll Jr. wrote this article, he was assigned to the Analysis and Control Detachment, 104th Military Intelligence Battalion, 4th Infantry Division (Mech), Fort Hood, Texas. This article originally appeared in the Fall 1996 issue of the NCO Journal.



Department of Defense photo

Just as Soldiers are taught discipline, teamwork and ethics in basic training, leaders should always strive to raise the discipline net within their units.



Mentoring prepares Soldiers to be tomorrow's leaders

By Master Sgt. Christine E. Seitzinger

In Greek mythology, Mentor was a loyal friend and advisor to Odysseus, king of Ithaca. Mentor helped to raise Odysseus' son Telemachus while Odysseus was away fighting the Trojan War. Mentor became Telemachus' teacher, coach, counselor and protector, building a relationship based on affection and trust.

Mentoring today is synonymous with the process by which we guard and guide others. Mentors seemingly adopt those placed in their care.

Although mentorship is not new to the Army, it is most often associated with officers. But, mentors can be – and are – squad leaders, section or platoon sergeants, first sergeants and sergeants major, as well as officers and civilians.

Mentoring is an especially critical skill for NCOs because they are charged to train and develop junior leaders. Ideally

every Soldier is both a practicing mentor and a protégé recipient of mentorship.

This ideal circle of mentoring only occurs when a unit has created an atmosphere where the art of leadership is recognized as a learning and growing process and where mistakes are tolerated as part of that process.

There is the adage that “some people live and learn; and some just go on living.” Those who do live and learn must be given a chance to succeed or fail. They must be challenged and pushed to take risks – to think for themselves.

Today's recruits are the best and brightest ever. NCOs have the responsibility for developing these Soldiers to the best of their abilities. We make that happen by sharing our knowledge with the leaders of tomorrow. And the most effective way to share that knowledge is through mentoring.

Becoming a mentor should not be a hasty endeavor. It is not a part-time job. It is an intense relationship between teacher and student. The process requires time and caring.

Effective mentors are totally committed to spending the necessary time and attention it takes to share values, attitudes and beliefs. This includes helping a Soldier make career decisions and providing support and encouragement that allow leaders to grow.



Mentor's checklist

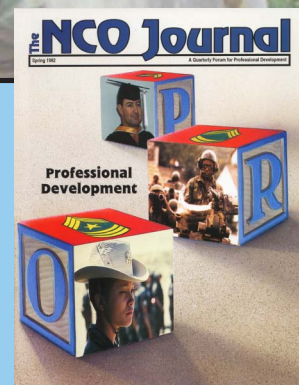
- Set an example for the Soldier to follow in your daily displays of courage, candor, competence and commitment.
- Get to know your Soldier inside and out, and identify his or her strengths and weaknesses. Then create a training program that is tailored for your Soldier.
- Review the Soldier's military records, teach the Soldier about these forms and files; and assist with updating and correcting records.
- Develop a job description that includes the Soldier's input.
- Within the framework of the unit's and your standards, work with the Soldier on establishing challenging and attainable goals.
- Discuss with the Soldier the importance of understanding and following the professional Army ethics of loyalty to nation, the Army and the unit, duty, selfless service and integrity.
- Continually evaluate the Soldier's performance and provide timely feedback.
- Teach the Soldier how to objectively evaluate his or her performance and to use each success or failure to learn and grow.
- Formally counsel each quarter – at a minimum.
- Prepare the Soldier's NCOER fairly and accurately.
- Get the Soldier enrolled in MOS and Soldier-oriented correspondence courses.
- Send the Soldier to the Army Education Center to improve communication skills with classes like the Army Writing Program.
- Encourage the Soldier to go to college on a part-time basis.
- Prepare for and send the Soldier to appropriate military schools.
- Give the Soldier additional responsibilities and appropriately reward him or her.
- Help the Soldier learn how to polish communication skills through practical exercises, role playing and junior leadership training.
- Create opportunities and encourage the Soldier to teach classes to other Soldiers.
- Train the Soldiers to do your job; then let the Soldier do it.
- Teach the Soldier how to use Army regulations, field manuals and pamphlets so he or she becomes familiar with them and knows where to get information and answers.
- Prepare the Soldier for promotion; hold mock promotion boards and provide constructive criticism.

Information on training and caring for Soldiers can be found in FM 22-100, *Military Leadership Counseling*; and FM 22-102, *Soldier Team Development*.

The accompanying mentor's checklist also provides some basic guidance. You might have other suggestions or priorities that can be added to this checklist. The important thing is that you offer your Soldiers a program for growth.

Mentoring is not just a fancy buzzword. It is a proven approach and valuable tool for NCO leaders.

Editor's note: Master Sgt. Christine Seitzinger was the Chief Wardmaster of the Department of Nursing, Moncrief Army Community Hospital, Fort Jackson, S.C. when she wrote this article. This article originally appeared in the Spring 1992 issue of the NCO Journal.



Today's assignment managers are...

Balancing Army needs with Soldiers' desires

By Dave Crozier

Fair, equitable and efficient were words rarely heard in conversations about the Army's Enlisted Personnel Assignment System about a decade ago. At least that's what was reported in the Fall 1992 edition of the *NCO Journal*. An article which brought to light an informal survey of Sergeants Major Course students at the U.S. Army Sergeants Major Academy, Fort Bliss, Texas, who described assignment managers at that time as being impersonal, calculating and felt the assignment process was plagued with a "who you know" method of management.

Those perceptions are not in existence today, according to Sgt. Maj. Gabriella Russum, Enlisted Personnel Management Division, Human Resources Command (HRC), Alexandria, Va.

"First and foremost, assignments today are based on the readiness of the Army and our efforts are to support the Global War on Terrorism and Army Transformation," she said. "For the most part I believe we have a great team of managers and NCOs at the assignments branch and we have even better systems in place than there were back in 1992."

Russum explained that with the introduction of web-based programs, Soldiers can now update their assignment preferences much easier than before.

"In 1992 we had the old dream sheet. Now we have the ASK (Assignment Satisfaction Key located at <https://isdrad06.hoffman.army.mil/ask/index.html>) program, while it definitely is not a concrete way of getting an assignment of your choice, but it is a Web-based program that allows Soldiers to go in and indicate their preferences for assignment," Russum said. "Now our assignment managers can go into the system and see what a Soldier's preference is from their desks and are able to make assignments, not necessarily based on the preferences, but we are able to help the Soldier get to a geographical location."

Russum cautioned, however, that any assignment is based on the needs of the Army.

"The primary goal of the assignment process hasn't changed much since 1992," Russum said. "It is still set up to satisfy the personnel requirements of the Army. Secondary goals are to equalize desirable and undesirable assignments by assigning the most eligible Soldier from among those of like military specialties and grade; equalize hardships of military service; assign Soldiers so they will have the greatest opportunity for professional development and promotion advancement; and to meet the Soldiers' personal desires."

Given that, Russum added, the Army has a more workable system than before and the perception of it being a "who you know" system is something she doesn't see as commonplace.


Another program Russum said is available for Soldiers is the PLUS 2 (Personnel Life Cycle Unit Support System located at <https://isdrad15.hoffman.army.mil/HRCSoldierPreferenceWeb/>) which allows Soldiers to volunteer for Units of Action, currently with 10th Mountain Division, Fort Drum, N.Y. and 101st Airborne Division, Fort Campbell, Ky.



"We are seeing success with this program. It's another way of us using volunteers to maximize our fills into these units," she said. It becomes a success story for both the Soldier and the unit if they come in and volunteer for these assignments."

One of the biggest changes to the assignment system in recent years is the Army's Transformation and the Army G1 Manning Guidance that is now seeking to bring more stability and depth to the unit and Soldier alike.

"The goal of manning is to provide increased stability and predictability for the Soldiers and their families. We also want to ensure we have ready and capable combatant commanders out in the field based on allowing Soldiers to stay in units longer than in the past," Russum said. "Our goal is to have a more deployable and combat ready unit — to make the unit more efficient. The intent is to provide more stability to the unit rather than breadth and instead of constantly giving assignments to



U.S. ARMY HUMAN RESOURCES COMMAND

ASK CONTACT HOME PERSONAL CONTACT DATA PREFERENCES VOLUNTEER ON ASSIGNMENT

Assignment Satisfaction Key Information

You will be able to view/update your personal contact information, assignment preferences, indicate special duty interests, and/or volunteer for assignment locations.

Assignment preferences are no longer "Dream Sheets" as they used to be called.

Under the old "Dream Sheet" days, you could choose from 230 CONUS locations and 280 OCONUS locations. In reality, you had almost no chance of being assigned to many of these locations. The newly designed assignment preferences require you to select 2 CONUS locations from a Divisional Installation Listing and 1 CONUS location from a more expanded listing. You will be able to select 3 OCONUS locations from a listing of 4.

Soldiers can get to the ASK or the PLUS2 Web sites through the HRC homepage link at <https://www.perscom.army.mil/OPfamis/59/index.htm> and follow the links to each site or they can go directly to the ASK Web site at <https://isdrad06.hoffman.army.mil/ask/index.html> or the PLUS2 Web site at [https://isdrad15.hoffman.army.mil/HRCSoldierPreference Web/](https://isdrad15.hoffman.army.mil/HRCSoldierPreferenceWeb/). Each site requires that you have an AKO account.

Soldiers every two or three years, we want the Soldier to be able to be stabilized in that unit for a longer period of time."

The key to assignment success, Russum explained, is for Soldiers to ensure their information is up-to-date on the ASK program.

"What I try and tell everyone is to have current information in the system, particularly how to get in contact with them. There are times when we are trying to fill a nominative position or need to do a quick fill and I need that information to be able to call you and let you know this assignment is out there, that I need to place you in it and to give you notice of the action," Russum said. "So it is important to us that every Soldier go into the program and update their phone number, e-mail address, unit of assignment, etc."

Even though the old "who you know" perception doesn't exist, Russum explained that Soldiers should also stay in contact with their assignment managers if they want to have more input into their assignment choices.

"This is still advisable. We do recommend Soldiers contact their assignment managers as well as their professional development NCOs to let them know their intent for assignments," Russum said. "Even if they are just inprocessing into a new unit or if they are stabilized and know they want to do something a year from now, it is always a good idea that they contact their assignments manager to let them know their preferences."

Another area for assignment consideration is in the institutional Army. Here, Russum explained, there are greater opportunities for Soldiers to be selected for special duties, such as drill sergeants, instructors, recruiters, etc.

"In this area, as we support strenuous jobs that helps us to recruit, train and sustain the force to support on-going missions and operations, we are trying to fill these positions with Soldiers who have recent combat experience," she said. "We

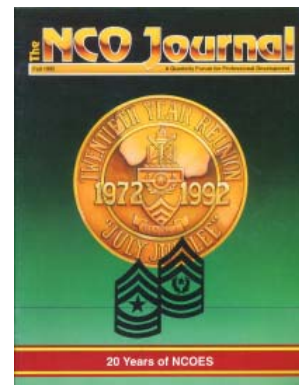
want this experience in these positions so that when a Soldier goes to Advance Individual Training and he or she is in an infantry unit, that instructor has the knowledge of just coming back from deployment."

Overall, Russum believes that Soldiers today are better informed about the assignment process and have more access to the program through the Internet than ever before. The key to success is keeping your information current on the ASK program and staying in touch with your assignment manager.

"The 'who you know' is an old perception; assignments today are fair across the board but I have to emphasize: assignments are based on readiness to support the Global War on Terrorism and Army Transformation. The goal is to provide fully-manned, ready and capable units for combatant commanders, and stability and cohesion of the units are the focus of all manning actions. The goal is that Soldiers will arrive, train and fight together."

For more information on the assignment process Soldiers can refer to AR 614-200, *Enlisted Assignments and Utilization Management*, or go to the HRC Web site at <https://www.perscom.army.mil/OPfamis/59/index.htm> and follow the links to the ASK or PLUS 2 site.

Editor's note: This article originally appeared in the Fall 1992 edition of the NCO Journal and was written by Master Sgt. Steve Plate who was the NCO In Charge, Personnel Management Section, Fort Leonard Wood, Mo. It has been updated to indicate current standards and policies.



Centralized promotion boards:

How do they work?

By Sgt. Maj. Deborah Seimer

Soldiers working to attain the rank of sergeant and staff sergeant come face-to-face with senior NCOs who will decide their fate before a promotion board. Those aspiring for the ranks of sergeant first class and above know there's a system that makes the selections. Meet the system.

What do the boards do?

The Centralized Enlisted Promotion Selection System has been described universally as the fairest, most comprehensive selection system in the military. A number of foreign governments have used it as a model for their own promotion systems. It is a system that has passed the test of time and been refined to the point that it is safe to say every Soldier in the zone of consideration receives equal consideration for promotion.

First, let's discuss just how a board works. There are three promotion boards held at Indianapolis annually. These are the sergeant major/command sergeant major board in June, the master sergeant board in October and the sergeant first class board in February. Each board has the same mission—to select the best qualified NCOs for promotion to the next rank.

To accomplish that mission, the Chief of Staff of the Army selects a general officer to preside over the board. The general officer board president is assisted by 12 colonels, seven lieutenant colonels and more than 45 command sergeant majors and sergeant majors who are all selected by Headquarters Department of the Army. These senior leaders are broken down by specialty into 11 or 12 panels. Each panel is charted to review promotion files of Soldiers from specific career management fields. The board members do not know the number of Soldiers they are selecting until they have reviewed (voted) all the files on Soldiers in the zone of consideration. They do this by rank order, from best qualified to least qualified for each Military Occupational Specialty (MOS).

How do the boards work?

Prior to looking at or reviewing any file, Enlisted Records Evaluation Center (EREC) provides board members with a comprehensive orientation on the board process and evaluations reports, as well as providing detailed written guidance from the Army deputy chief of staff for G-1 and the various branch propo-



nents. The G-1's

Memorandum of Instruction gives them specific guidance on how to conduct themselves during the board process. The proponents provide specific guidance on the unique qualifications Soldiers should possess to be the most competitive

for selection.

With this information and their own experience, the board members determine, as a group, what attributes make a Soldier best qualified for selection using a numbering system from a low of one to a high of six. Each panel member agrees to the criteria and use them to vote each file throughout the board process.

What then, exactly, do board members use to vote on the Soldier?

The most important document in the promotion file is the Official Military Personnel File (OMPF), which is stored at EREC. Within the OMPF, board members look primarily at each evaluation report, i.e., Academic Evaluation Reports and NCO Evaluation Reports (NCOERs). They generally review all reports and place emphasis on the last five issued or those issued while the Soldier held the current grade. The board also has access to another key document—the official photo—and a synopsis of the previous five assignments. They also review whatever correspondence the Soldier forwards to the board president along with the Enlisted Record Brief (ERB) verified by the Soldier.

Typically, when voting members are given a Soldier's record to vote, they first look at the photo to make sure it is recent and in the serving grade. They want to look at the Soldier's appearance and have it in their "mind's eye" as they read the narratives contained in the evaluation reports. A photograph speaks volumes. Having no photograph or one that is not in the current grade implies that a Soldier simply does not care about



his or her career. Next they review the ERB. This can be a daunting task if these records do not compare with the OMPF.

Having seen the photo, looked at the OMPF and the personnel data, the board member then votes the file based on the standards they set earlier. This is an important point: Your record is voted against the standards set by the members of your panel. That way, the first record voted is graded against the same criteria as the last record voted, and all the Soldiers whose records are reviewed by the panel receive the same consideration.

An equally important point is that even though each panel has four to eight members, only three of the eight vote each record. A computer program selects the voters randomly. They vote the record independently of each other and are not allowed to discuss the file with any other voting member of the board.

Voting members with personal knowledge of misdeeds not reflected in the record are bound to report that knowledge to appropriate officials, but may not divulge personal information about you to other members. In fact, at the beginning of each board, the members take an oath not to do so.

When all the voting is completed, then all the Soldiers are rank-ordered from the highest



U.S. Army photo

NCOs should ensure their photos are current and display the right rank and awards. A good photo, like that of Staff Sgt. Steven W. Cato, Space and Missile Defense Command, (above) helps board members to picture the Soldier as they read the narratives contained within the evaluation reports.

to the lowest score. Specific select objectives Headquarters Department of the Army (HQDDA) sets for each MOS determine who gets promoted and who does not. The panel may only select the number of NCOs for promotion by MOS that the Army projects it will need over the next 12 months. Boards cannot select every NCO found fully qualified for promotion. Because of this, competition for promotion can be tough and your record's condition can make the difference.

The board applies the select objective to the order of merit list for each MOS. The highest scoring Soldiers that fall within the designated requirement are identified as the selects. EREC then prepares a series of rosters that are authenticated and sent to HQDA.

Preparation for the board

So with that as a background, let's answer the burning question on your mind. How can I best prepare for a selection board? Based on feedback we have received from board members over the years, there are five areas you should focus on.

Career: Take the hard jobs and do them well. If you go to a TDA (Table of Distribution

See Boards, Page 55

Selection board myths & facts

Myth: It is recommended that you personally visit EREC to review your Official Military Personnel File (OMPF) because board members are told who came to EREC to review their records and who did not.

Fact: This is false. Board members are not told who did or did not visit EREC. They have much more critical information to review and many important tasks to accomplish.

Myth: There are quotas that each board must meet for the various ethnic categories and for females.

Fact: This is false.

The mission of each senior enlisted selection board is to select the best qualified NCOs for promotion in each MOS – period. Once the best qualified NCOs are identified based on the select objectives provided by the Department of the Army, the board results are not changed.

Myth: Board members only review the last five NCOERs in each file.

Fact: This is false. Board members are provided the

performance portion of the OMPF that contains all evaluation reports, training data, commendatory data and any disciplinary data that was directed for file in the performance section. While the last five years probably carry the most weight, board members see all reports.

Myth: Board members talk to each other about the records while they vote on them.

Fact: This is false. Board members set specific voting standards within each panel before voting begins using the "total Soldier concept." Each panel member votes each file against the standards they agreed to and no discussion of records is allowed during this process.

Myth: You will not be considered by a selection board if you have a local flag in effect.

Fact: This is false. NCOs who have a suspension of favorable personnel action (flag) in effect are still eligible for consideration by senior enlisted selection boards. NCOs who are selected who may have a flag in effect are promoted only if the flag is favorably lifted.



Start early for promotions

Preparation for promotion is an everyday task. The process is affected by how NCOs conduct themselves as a Soldier; how well they do their jobs; how they approach problems and challenges; how they interact with superiors, peers and subordinates; and how they seek self improvement.

Soldiers should work on preparing for promotion two grades up, for example, a private first class should be doing the things needed to be ready for the sergeant board. Continually work on areas like military and civilian education, improving Army Physical Fitness Test score, and improving basic rifle marksmanship scores. Soldiers should start seeking the tough jobs early in their career and keep doing it. Waiting until the right time or the last minute before a board will be too late.

Soldiers need to work on education from the day they come in the Army. This is important no matter what their career plans are. Taking Army correspondence courses and enrolling in college courses whenever their duties allow, volunteering for military training and skill courses that are available also helps. Everything Soldiers do to show their enthusiasm to excel and improve their value and abilities counts for each promotion.

NCOs should strive to be the very best in whatever position they are assigned. They will receive an NCOER for each position they hold and every report can affect competitiveness.

The quality of our Army's NCO Corps is extremely high and competition is tough. Unfortunately, everyone that a promotion board finds fully qualified cannot be promoted. The Army can only select and promote the number of NCOs that it needs by MOS, therefore, selection boards are charged with picking the "best qualified" and this is not an easy task. Each board leaves thousands of very qualified NCOs unselected based on the needs of the Army.

NCOs need to review their Official Military Personnel File (OMPF) regularly. That has been made easy with the advent of OMPF Online. OMPF Online is available to all Soldiers with AKO account and passwords via <https://www.hrc.army.mil> and click on HRC Indianapolis. How to review and update the OMPF is provided at the Web site. NCOs should review their files carefully to ensure that all NCOERs, Academic Evaluation

Reports, award certificates and other authorized documents are properly posted. Missing documents should be sent in to update the OMPF.

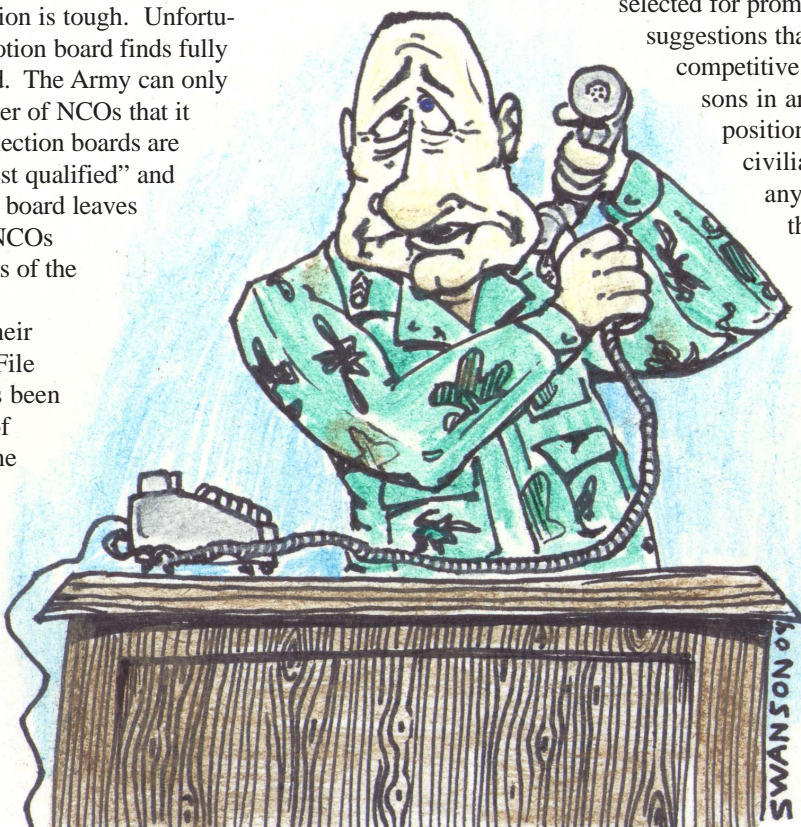
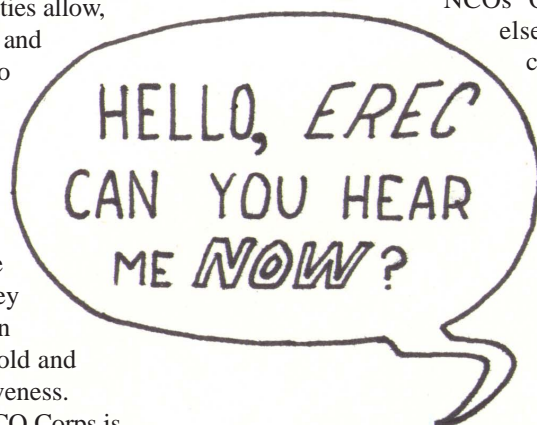
As mentioned, many great NCOs are not promoted each year because of the needs of the Army. NCOs who are not selected for promotion should do a couple of things. First, they should make an appointment with their command sergeant major or sergeant major and ask him or her to review their records with them. NCOs should not just ask why they didn't get promoted, they should ask them to point out the strengths and weaknesses in the file and for their opinion on how well their NCOERs have been written over time.

When an NCO has a good file (and most do) and they just ask "Why didn't I get promoted?" The typical answer is "You have a good file and I think you should have been promoted, I don't know why not." No matter how good

NCOs' OMPFs portrays them, they should ask what else they can do to make themselves more competitive. Something shined brighter in the records of those who were selected. Think about what you have done in the areas mentioned above and strive to improve anything, whether it is education or a tough assignment, to make yourself as competitive as possible. NCOs can also write to their career branches at HRC Alexandria. Again, they shouldn't just ask why they didn't get promoted. They should request an analysis of their records in comparison to their peers that have been selected for promotion and ask them for suggestions that may help make them more competitive. Areas to ask for comparisons in are assignments, duty positions, awards, military and civilian schools, special skills and any other areas that they can think of to compare.

Again, the authorized strength of the Army does not allow boards to select every NCO that is considered "fully qualified" for promotion or selection. Based on Army needs, selection boards can only select those NCOs who are found to be the "best qualified."

Editor's note: Sgt. Maj. Deborah Seimer, EREC sergeant major, HRC, Indianapolis, updated this article from the Summer 2002 issue of the NCO Journal.



BOARDS *Continued from Page 57*

and Allowance) job, get back with troops as soon as possible. Regardless of what jobs you have, do them well. The NCOER is the most important document in your file and the one that, when combined with your assignment history, carries the greatest weight.

Official Military Personnel File: You have a responsibility to ensure your records are up to date and ready for review by the selection board. If they aren't right, you are to blame. With the latest tool available—OMPF Online—the task of getting a copy of your OMPF has been eliminated. Now you can go online and see your actual file, real time. All you need is an Army Knowledge Online (AKO) account and password to access the OMPF Online Web site. Go to www.hrc.army.mil and click on the OMPF Online link. Look at it and compare it to your personal paper files. If it is incomplete, then get the missing documents to EREC either through digital senders located in many PSB's or the most expeditious means possible. EREC posts the documents that they receive to the OMPF within 24 hours of receipt.

Official photograph: Since you cannot appear in person before a centralized board, your individual photograph represents you. The regulation states to have a photo taken every five years or each time your status changes. If you are serious about a promotion, however, get a new photo for the board appearance.

Having no photo in your current grade means you have a slim chance of selection. Poor-quality photos also can affect your chance of selection. Bottom line, whenever possible, get a new photo for a selection board.

Enlisted Record Brief: The ERB is the data information counterpart to the OMPF. Look carefully at each item on the ERB to ensure the data is there and accurate. If corrections are needed, see your S1 for assistance. Once you are confident that it is correct, then validate your record online.

Memorandum to the President of the Board: The golden rule – only write a letter if your file is missing something of significance, to point out a current assignment that cannot be documented in an NCOER or to explain a particular event in your career. Do not write a letter just to tell the board they should select you. Your record will speak for itself. A random memorandum seldom generates a positive outcome. If you have to write, remember to be brief and factual. Prepare your letter in memorandum format shown in AR 25-50. You should only include

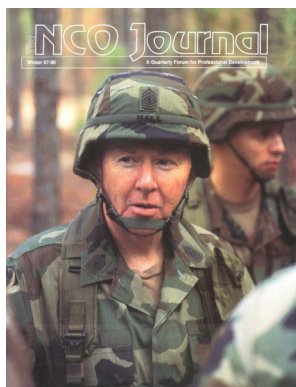
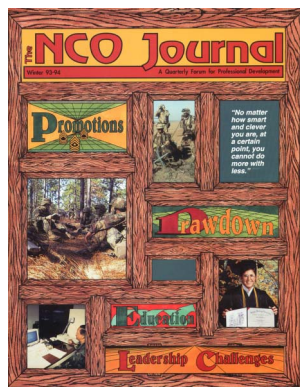
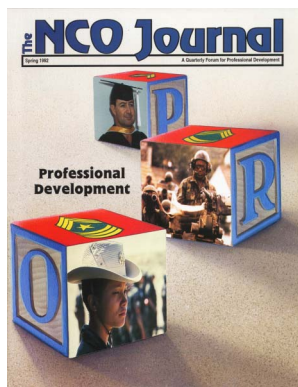
Board members get a unique digital look at a Soldier's record before voting on it.

information that is not contained in your OMPF. Memos must be addressed to the board president and they must include your Social Security Number and signature. Remember, memos to the board president should not be used to express grievances, to justify past misconduct, or to boast about yourself. Also, extraneous documents already filed on the OMPF or that are not authorized for filing should not be enclosed. Before mailing, have someone else review your memo for content, flow, format, as well as for grammatical and spelling errors.

For more information concerning boards and updating your records, visit the EREC Web site at www.hrc.army.mil, then click on HRC Indianapolis (EREC), as soon as possible. Your local personnel specialist can help with questions or problems concerning your records.

Remember, the Army's Enlisted Centralized Promotion/Selection process is fair and equitable. However, the decisions made by these boards are only as good as the information provided to them.

Editor's note: Sgt. Maj. Deborah Seimer is the EREC sergeant major at HRC Indianapolis. This topic appeared in the following issues of the NCO Journal. From left to right, Spring 1992, Winter 93-94, Winter 97-98 and Summer 2002.



Sgt. Bill Mauldin

'The enlisted man's cartoonist'

Editor's note: Bill Mauldin died Jan. 22, 2003, at the age of 81. This article first appeared in the Winter 1992 edition of the NCO Journal and is reprinted here in its entirety.

By Jim Collins

In war "humor is sanity." Makes sense to me.

There is experience and authority behind that statement, for it comes from the man considered the foremost military cartoonist of all time — Bill Mauldin.

He created the cartoon characters Willie and Joe, who appeared in the Mediterranean edition of *Stars and Stripes* during World War II, in other publications and in numerous books that followed.

Now living in semi-retirement in Santa Fe, N.M., Mauldin shares with the *Journal* and its readers some cartoons, some stories behind the cartoons and comment on combat.

"Without humor, war would drive any sane person out of his mind. War is insane, an outrage, barbaric and devoid of sense," Mauldin believes.

The two-time Pulitzer Prize winner, although not a high school graduate, has six honorary degrees and doctorates. Born on a farm in Mountain Park, N.M., his life-long love affair with the Army began "when I was a youngster. It was a great event for me to watch a whole cavalry division on mountain maneuvers near my home. Those Soldiers were 20 feet tall to me."

In 1941, while in the Army in Louisiana, Mauldin was "captured" by a couple of Yellow Legs, members of one of the 45th Division's last regiments on horseback.

"As resourceful cavalymen, they had some canned beer in their saddle bags. They shared a brew with me while I told them about my exposure to the Army as a kid in New Mexico.

"This grizzled master sergeant drove up in a shrunken version of what was to become the Jeep. (Actually, Mauldin said, it was the first Jeep-like vehicle he had ever seen, made by a small company called American Bantam.) As we shot the bull, I told him I came from a long line of grease monkeys and asked if he would mind if I took a look underneath. I was interested in the way the front axle was made and asked him if the axle broke what he'd do to his vehicle. . . shoot it?"

And thus was born one of Mauldin's most-used, most "redrawn" and most remembered



© Bill Mauldin

cartoons, showing a first sergeant preparing to shoot his trusty steed, which had suffered the mechanical equivalent of a broken leg.

"I didn't realize at the time that I'd created a perfect cartoon. No words were needed to convey the message."

Not all of Mauldin's cartoon messages were welcomed in all quarters. He is not called "the enlisted man's cartoonist" without reason, for the strictly enlisted perspective of Willie and Joe did not always agree with those at headquarters.

Gen. George Patton once called him on the carpet over his "grimy" portrayal of Soldiers. But, then, Gen. Dwight D. Eisenhower admired the sergeant's work.

Mauldin's perspective is understandable. He comes from a long line of

Soldiers "who fought as enlisted men in all the American wars. I still kid my son, Bruce, who retired as a lieutenant colonel, for breaking the family's enlisted tradition.

"During a second tour in Vietnam, Bruce [a captain at the time] was an airborne chauffeur flying a Huey (helicopter).





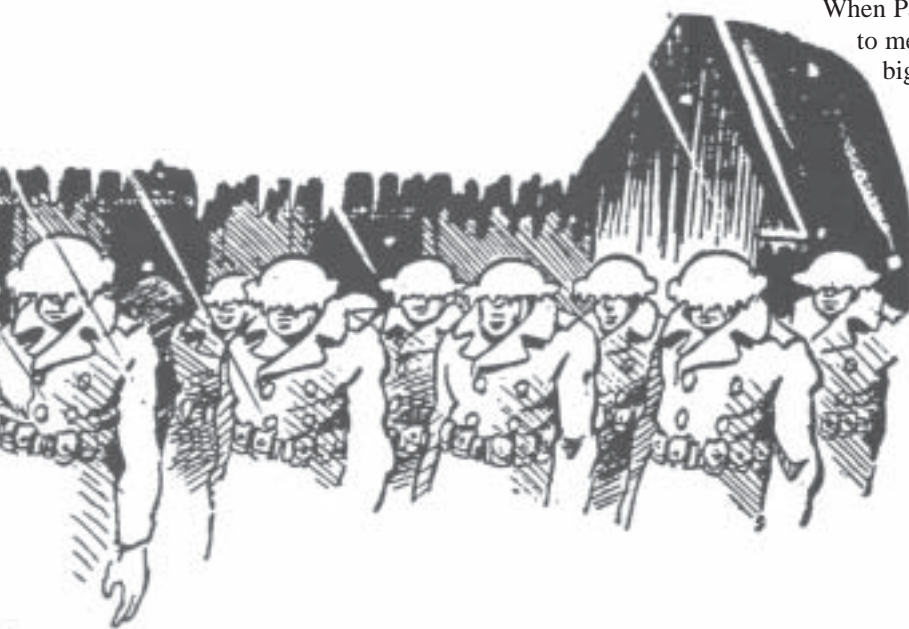
"Unnerstand, I want just as much respect around here as if I was still first sergeant!"

© Bill Mauldin



"I need a couple of guys what don't owe me no money fer a little routine patrol."

© Bill Mauldin



"That's all I have to say this morning, men. All right, dismissed . . . I said dismissed!"

© Bill Mauldin

Brig. Gen. George S. Patton III [son of WWII Patton] got on board and told him to fly him back to his Command Post. When Patton saw Bruce's nameplate, he asked if he was related to me. Bruce told him I was his father and they both had a big laugh."

Every Veterans Day, cartoonist Charles Schulz does a "Peanuts" tribute to Mauldin's Willie and Joe. "I'd never met Charlie and I had no idea why he had been doing this. When I finally did meet him, I thanked him because after each Veterans Day I'd get a lot of orders for my books. I told him I thought it was great, that he kept old-timers like me in circulation, but what had I ever done for him.

"He said, 'I was a machine gunner in France in World War II,' and that made sense to me."

As we departed, the former sergeant extended an invitation: "Any time a sergeant wants to drop by and drink a beer, he's welcome."

And that made sense to me.

Editor's note: Jim Collins was the managing editor of the NCO Journal at the time he wrote this article.



An index to the *NCO Journal*

Searching through the back issues of the *NCO Journal* is just a mouse click away at <http://usasma.bliss.army.mil/journal>. You can access all of the back issues and also find out how to subscribe. Below is a complete index of almost every article written since the Inaugural issue of 1991.

Spring 1991 – Inaugural Issue

ACAP: More than transition assistance

Leadership competencies, pages 4-6

Team building, pages 4-6

Operation Desert Storm, page 7

Assessing Hussein's Army, page 8

School of sand: desert lessons, pages 9-10

Preparing for the storm: Enlisted leadership in action, pages 11-13

Patriot's pride, page 13

Soldiers and the press, pages 14-16

When Soldiers meet the press, page 17

Self development, pages 18-19

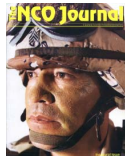
Back to the future, pages 18-19

Rogers' rules, page 19

History of the NCO Corps, pages 20-21

The American Revolution and the NCO tradition, pages 20-21

The short course, page 23



Summer 1991 – Training Issue

News and Issues, pages 2-4

Battle-focused training is the key to readiness, pages 5-6

CMTC: Training for combat, pages 7-8

JRTC and combat success, pages 9-11

The NTC challenge: pages 12-14

Interview with Desert Storm NCOs: pages 15-17

Building the force: "Skill, will and teamwork," pages 18-19

Tricks of the trade, pages 20-21

NCO tradition – Backbone of the Army, page 23



Fall 1991 – Leadership

Leadership, a matter of perspective, page 1

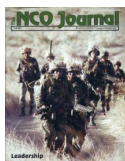
An interview with SMA Richard A. Kidd, pages 4-6

NCOES and leader development, page 7

Professional; lead thyself, page 8

This teacher's in charge, page 9

Authentic NCOs: Honest with themselves and their Soldiers, pages 10-11



How do you set their souls on fire?, pages 12-13

Retiring CSM looks back at 30 years of leadership, page 14

Examples of leadership, page 15

The Leader's Code, page 16

Non-combat leadership: 'Chair-borne' challenges, page 17

His name was Bourdo, pages 18-19

Sergeants are not crusaders, page 19

Origins of NCO leadership, pages 20-21

Spring 1992 – Professional Development

'We Were There'

News & Issues, page 2

Sergeants' business, page 3

Promotion – NCOES link, page 4

It's easy to be humble when..., page 5

NCOES: Evaluating the good, bad and ugly, pages 6-7

ARRTC, One stop shop for Reserves - Reserve Training Center, page 8

Career maps: Providing clear directions for professional growth, pages 9-11

When a new NCO reports are you 'Feeding them to the wolves', pages 12-13

PROMOTE: Seven letters are an easy guide to centralized boards, pages 14-15

Mentoring, teacher, coach & counselor, page 17

Mentor's checklist

Encore: 'Guardian Angel' solution, 18-19

Road to professional education long, rocky, pages 20-21



Summer 1992 – NCO 2000 Ushering in a New Era

A duty to prepare, page 3

How to think about how to fight, pages 4-5

Force structure, pages 6-7

Center for Army Leadership to review NCO leader issues, page 8

Charting change, NCOES, environment, non-combat future, page 8

CSMs: Future must stress training, Soldier quality, pages 9-11

What do we do now that we've won?, page 12-13

The threat: Focus on mid/low-intensity conflict, pages 14-15

Futuristic combat gear built around the Soldier, pages 16-17

The Board, how to survive the 'hot seat,' pages 18-19

19th Century Army emerged as world power, pages 20-21



On discipline and order. Excerpt from Frederick W. von Steuben's 1779 Blue Book.

Fall 1992 – 20 Years of NCOES

Sexual harassment: It's no joke, pages 4-5

Securing assignments, pages 6-7

CSA lauds NCOES, NCO

Leadership, page 8

NCOES sets the pace for enlisted leadership, pages 9-10

200 rounds fired – 160 vehicles killed – Damn good shooting, page 11

Distributed training program aims at modernizing instruction, page 11

The SMA Leadership Conference, pages 12-14

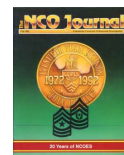
Task force seeks modernization with FAST, page 15

Gen. Bruce C. Clark on barracks issues, pages 16-17

NCOES pushes force protection, page 18

No time for education?, page 19

Counseling: Blowing your stack or keeping your cool?, pages 20-21



Winter 1992 – The NCO/Officer Relationship

Boots of the NCO

The Bottom Line: NCO peacetime role preserves combat readiness, page 4

Code of Conduct guide for survival ... with honor, pages 6-7

How we won and win, page 8

Low-intensity conflict, Army adapts to global threats, pages 9-11

Preparing for combat, readying the mind, body

Deadly duds, page 16
When tragedy calls, page 17
The NCO's role in training officers, pages 18-19
The silent warriors speak, page 20

Summer 1993 – Fit to Win

Fit to lead – Fit to fight, page 3
Enable or intervene?, pages 4-5
Training to max PT, pages 6-7
TRADOC adopts total fitness 2000, page 8



Faith, courage, determination meant escape and survival, page 9
The bloody Hell of Huertgen Forest, pages 10-13
Military spirit means soul leadership, pages 14-15
The quest (A cautionary tale), pages 16-17
As iron sharpens iron..., page 18
Why senior NCOs go for MF,T page 19

Fall 1993 – Training for the 21st Century

From the editor-in-chief...and a tribute to an NCO, page 1
NCOs get by with help from a little friend, pages 4-5
SDT update – on track in '93, pages 6-7
Frankly speaking – an interview with Gen. Franks, pages 8-10
Battle-focused training, page 11
Adapting training to mission, pages 12-13
Encore – two views of the Battle of Huertgen Forest, pages 14-15
The next generation of training – multimedia, pages 16-17
The computer monster... tiger...or pussycat?, page 18
RC must accept change, adjust training, page 19
Come fly away with me – the Army's Aeroscouts, pages 20-21
Three perspectives on training, pages 22-23
Words on tape and words in print, pages 24-25
Inside Back Cover – America's Army – Into the 21st Century



Winter 1993/1994 – Promotions, Drawdown, Education, Leadership Challenges

Education...and a matter of degrees, page 3
Why can't MSG (P) Johnny read, pages 4-5
NCO leadership challenges, pages 6-8
Leadership/followership, page 9
What to do to become competitive, pages 10-11
Focus on centralized promotion boards, pages 12-14
To close a unit: ORGANIZE, page 15
First formation formula, page 16
Distributed training, page 17
Lasting first impressions, page 18
First sergeant/standard bearer, page 19
The staff ride mission in the Huertgen Forest, page 20
Where hasn't Kilroy been?



Spring 1994 – Warrior Spirit

Walking in RC boots, pages 4-5
Pathway to promotion, pages 6-7
The Warrior Spirit, pages 8-9
ABC's of SDT, page 10
Volunteerism, pages 11-14
Preparing for NCOES, page 15
Violence in the workplace, pages 16-17
SMC expands scope, term, pages 18-19
Bulletin board system, page 20



Summer 1994 – The Army's SMAs – From the Beginning

Taking care of Soldiers, page 3
When the IG calls, pages 4-5
Leadership without speed bumps, pages 6-7
The standard is the standard, page 8
The Office of SMA - From then to now, pages 9-13
Clear, concise communications, pages 14-15
Sergeant's Time, pages 16-17
TRADOC CSM Woodall looks back, pages 18-20



Fall 1994 – Valor

Spotlight on Soldiers, page 2
NCO heroes awarded Medals of Honor, page 3
Thanks for the input!, page 3
Leveling the playing field, pages 4-5
Hasty assumptions mean hasty conclusions, pages 6-7
Old habits linger, page 8
Combat lifesavers just everyday Soldiers, page 9
Officer/NCO relationships, pages 10-11
Preparation for Battle Staff Course, page 12
Training for the boards, page 13
Rifle marksmanship training, pages 14-15
Remember your regiment, pages 16-17
What's 'opportunity training?,' page 18
Counseling reservists, page 19
Caring – listening and hearing, page 20
Promoted to sergeant – What direction now?, page 21



Winter 94-95 – NCOs in Operation Other Than War

NCOES process action team considers 18 issues, page 4
SMA introduces new chevrons, page 5
'Nobody's Business...' creates ethical dilemmas, page 6
'Magic standards' and the East German visitor, page 7
OOTW: teaching old dogs new tricks, pages 8-10
561st Support Battalion trains for survivability, page 11
Install, maintain como systems, page 12
Create a positive atmosphere, page 13
Provide base support and area security, pages 14-15
10th Mountain – many units with varied missions, page 16



410th MP Company – Provide site security, and some humanitarian aid, page 17
An interview with TRADOC CSM Paez, pages 18-19
Force projection demands force protection, page 20
Nicotine...a combat drag, page 21
The leader book, page 22
NCOs at West Point, page 23
Single Soldier living, page 24
Inadequate military housing, page 25
Inside Back Cover – NCOs who wear the badge of honor

Fall 1995 – SMA McKinney on NCO Creed

USASMA commandant pledges commitment to NCO Corps, NCOES, page 1
Professional Soldiers with profiles, page 5
Leadership perspectives, page 6
NCOs and joint training (commentary), page 7
Lightning strikes at Roving Sands, page 8-10
Posture affects performance, page 11
The Sinai Project, pages 12-13
SMA McKinney launches each day with NCO Creed, pages 14-16
After 20 years of service... only one regret, page 17
NCOES conferees set future course, pages 18-19
Soldiers gain no-cost college credit for NCOES, page 20
BASE hits homer at Ft. Benning, page 20
Single vs. married (commentary), pages 22-23
The iron sergeant, page 24
Inside Back Cover – U.S., Germany exchange NCOs



Winter 1995 – 1996: Effective Communication

Reward your huns, page 5
Are we really professionals?, pages 6-7
NCOs assume increased responsibility in risk management process, pages 8-9
TRUE GRIT: spell it B-O-W-M-A-N, pages 10-13
Communication misfires, pages 14-15
Leadership development, pages 16-17
Delegate, Yes... but follow up, pages 17-18
\$\$ and Sense/Solving pay problems, pages 18-19
\$\$ and Sense/Financial responsibility, page 19
'Where do I go from here?,' pages 20-21
'Operation Engage' engages NCOs in better career management, pages 20-21
How to complete the Battle Staff Course, pages 22-23
Compassion, yes. Training shortcuts, no, page 24
Inside Back Cover – Medal of Honor: In tribute



Spring 1996 – Do you have what it takes to wear the diamond?

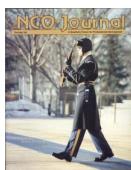
Prepare for the First Sergeant Course, page 3
CSA counts on NCOs to keep the spirit alive, pages 4-5



It's a matter of PERFORMANCE, pages 6-8
Facing up to duty's dilemma, page 9
Roy Benavidez – hero, pages 10-11
NCOES critical issues: reviewing and update, pages 12-13
USASMA adds new wing, pages 14-15
Sergeant's Time, pages 16-17
More new Soldiers...no additional resources, pages 18-19
Combat PAC supervisor, pages 20-22

Summer 1996 – Old Guards walk the walk

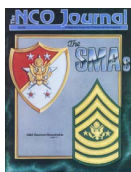
'Bouncing Betty' and the 'Three-meter zone,' pages 4-5
Are we neglecting rifle marksmanship?, pages 6-7
UXO deaths, pages 8-9
Training for deployment in Bosnia, pages 10-11
NCOs walk the walk of perfection, pages 12-16
Forget promotion if, page 17
Train your NCOs for the TOC, pages 18-19
Senior enlisted leaders discuss current issues, pages 20-23



'Our Soldiers over there in Bosnia are doing us...proud,' Page 21
The drawdown has overall benefitted the NCO Corps, page 22
America's Army includes National Guard, Army Reserve, single Soldiers, Department of the Army civilians, retirees and family members, page 23
USASMA marks milestone with SMC Class 46, page 23
Accredit Check, pages 24-25
Inside Back Cover – Black heroes of WWII recognized... at last

Fall 1996 – The SMAs

Raising the discipline net, pages 6-7
Semi-centralized promotion system, page 8
Timetable tips for success, page 9
The common thread for 30 years: taking care of Soldiers, page 10
SMAs' reunion, pages 10-16
NCOs: A model for the world, page 17
'NCOs, we need our own college,' pages 18-19
'A sniper just fired out the window of that building and you're now dead,' page 20
An NCO's perspective on the defense secretary's visit, page 21



Winter 1996 – 1997 - Leadership

Readers may wonder, page 7
The forging of American drills, pages 8-10
Back to basics, pages 11-12
Dressed to drill, pages 13-15
We remember drill sergeants, pages 16-21



NCOs for the 21st Century, pages 22-23
Drill sergeants of the year, page 24
Inside Back Cover – Brave Medal of Honor recipient was native of Gallup, N.M.

Spring 1997 – Hanging tough for... promotions!

Warrant officer opportunities, page 9
Strategies for sergeant and staff sergeant promotion, pages 10-13
New personnel policies brighten retention, promotion picture for some Soldiers, pages 14-15
(Almost) everything you need to know about the centralized promotion system, pages 16-17
Now I lay my rucksack down, page 18
Retaining quality Soldiers, pages 19
30-point checklist to promote privates, page 20
Origin of the NCO Creed still searching, page 21
Bugs mug Soldiers, pages 22-23
Dealing with failure, pages 24-25
Inside Back Cover – But the backbone of the Army is...



Summer 1997 – The push to MAX PT

Training to MAX PT, pages 10-11
USASMA 25 years of growth and achievement, pages 12-13
A week in the life of an Army recruiter, pages 14-16
Quality? yes! Perfection? no!, page 17
Setting the record straight, pages 18-19
Fit to deploy, page 20
Inside Back Cover – But the backbone of the Army...stirs old memories



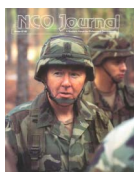
Fall 1997 – Technology

We're all knowledge workers, page 7
Don't be roadkill on the Internet superhighway, pages 8-9
Work the www, pages 10-11
Important www addresses for NCOs, pages 12-14
'I am doing things over here [Bosnia] I couldn't do in the Gulf,' page 15
To secure computer systems, page 16
The virus that cried wolf, page 17
The war raged on, orders were issued and strategies were planned, pages 18-19
'The future of the Army has to involve distance learning,' page 20



Winter 97-98 – Leadership

'Keep the faith...', pages 10-13
10th Mountain prepares for JRTC, pages 14-15
Army formulates process to raise NCO issues, pages 16-17



Correct your NCOER correctly, pages 18-20

Winter 00-01 – Get up close with the Army's 12th SMA

Inside Front Cover – Boots of the NCO
Promotions, pages 4-6
What is a backbone?, pages 7-9
Instilling pride, pages 10-11
Full speed ahead, pages 12-22



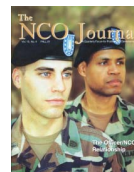
Summer 2001 – NCOES leadership for the 21st Century

School of hard knocks, pages 5-7
So you don't want to be an alternate?, page 8
NCOES: success begins with preparation, pages 9-11
The man who knows NCOES, pages 12-15
The future of NCOES: Where do we go from here?, pages 16-17
Winning spirit, pages 18-19



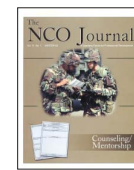
Fall 2001 – The Officer/NCO Relationship

Officer/NCO relationship, pages 4-6
Never forgetting, pages 7-12
Meet the Army's new boss, pages 13-17
Command team, page 18



Winter 2002 – Counseling/Mentorship

Counseling lessons learned, pages 4-6
One hat fits all, pages 7-8
How the impact of mentoring developed a future leader, page 9
Deliver the promise...Lead your Soldiers, pages 10-11
Staying power, pages 12-16
The values of developing leaders, pages 17-19
An NCO's charge, pages 20-21
NCO history, page 18
The diamond, page 18



Spring 2002 – Integrating the Components

NCO Journal honors a true leader: SMA Copeland was ahead of his time, page 3
CSM Lever's modern-day minute men answer the call, pages 4-7
Citizen-Soldiers strengthen active-duty unit's CTT, pages 8-9
300th Transportation Group integrates reservists daily, pages 10-11
NCOs deployed to Southwest Asia learn about being leaders, pages 12-14
Lane training strengthens Reserve components, pages 15-17



Training Support XXI prepares the Total Army, pages 18-19
 Integrating the active and Reserve components, pages 20-21
 Sparks resurrects *Journal*; leaves legacy for the Corps, page 22
 Inside Back Cover – NCO History Two Centuries of Integration

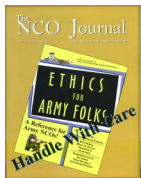
Summer 2002 – Promotions: Getting Squared Away

NCO Journal honors fourth SMA; Van Autreve 'member of greatest generation,' page 3
 Chinook flight engineer saves lives in Afghan night, page 4
 Three-time Olympian scores big at World Cup, page 5
 Recruiter wins *Army Times* competition, page 5
 NCO history, page 6
 SGT John Denny's actions set examples of courage, page 6
 Diversity of AMC mission presents challenges in training NCOs, page 7
 PLDC preparatory course gives Gordon Soldiers edge, pages 8-9
 'Just an idea' gets go-ahead, serves entire post's NCOs, pages 10-11
 Senior enlisted centralized selection boards: How do they work?, pages 12-15
 Start early for promotions, page 15
 Maximize your APFT score, pages 16-17
 Volunteer for recruiting duty to become more promotable, pages 18-19
 Attendance at recruiting school: A student's perspective of the process, page 20
 The theory of CMF promotion equality, page 21
 Land Warrior's digital world changes how we do business, page 22
 Inside Back Cover — Leadership



Fall 2002 – Ethics for Army Folks

Ethics 101: Ethical reasoning process, pages 7-8
 NCOs bear the ethical standards in their units, page 9
 The NCO role in procurement, pages 10-11
 Sergeants focus on basics; show the way in 2nd Inf. Div., pages 12-14
 Taking the NCO Corps into the 21st Century, pages 15-16
 Ethical behavior in the school environment, page 17
 NCO history: When it's all over, friendship is all we have, page 18
 Sexual harassment in the workplace, page 19
 Old school or new, NCOs take care of Soldiers, pages 20-21
 Ethics equals relationships, page 22
 Inside Back Cover – SGT Daddy



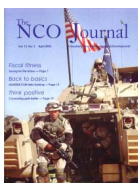
January 2003 – NCO and Soldier of the Year: Find out who's the best

10th Mountain Division: Soldiers use 'Big Four' battle drills to maintain combat edge, pages 6-10
 Preparation is key, pages 10-13
 New challenges await those headed for PLDC, pages 14-15
 First Competition recognizes...the Army's best, pages 16-22
 At squad-leader.com, it's not just a job, it's a Web site, page 23
 NCOs can assist in making non-support cases nonexistent, pages 24-25
 Ethics 102: The ethical land navigation model, pages 26-28



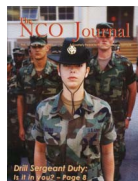
April 2003 – Fiscal fitness

SMA Tilley: 'NCO Guide,' 'Sergeant's Time' show promote professional development, page 1
 Fiscal fitness, pages 7-11
 Back to the basics, pages 12-15
 Field expedient, pages 16-18
 Army leadership implements changes in approach to counseling, pages 19-21
 Video captures NCO Corps history, pages 22-23
 PerscomOnline.army.mil enhances career potential, page 24
 Are You Ready?, pages 25-26
 Commentary: Honor is as honor does, pages 27-28
 Inside Back Cover – It's the Soldier



July 2003 – Drill sergeant duty: Is it in you?

SMA Tilley: Train Soldiers to stay alert, stay alive, page 1
 What it takes to be a Drill Sergeant: *Is it in you?*, pages 8-9
 Safeguarding civilian jobs: ESGR supports Guard/Reserve troops' reemployment rights, pages 10-11
 Soldiers receive reintegration training during redeployment, pages 12-16
 MAXimize your APFT score, pages 17-19
 The ABCs of AKO, pages 20-21
 Academy evolution, pages 22-25
 Time-saving links, pages 26-27
 NCOER writing guidance to keep at your fingertips, page 28



October 2003 – JRTC: Winning is everything and your first sergeant knows how

SMA Tilley: Preparing Soldiers for success saves lives, page 1
 Green to Gold, pages 7-9
 Leaders' books set the stage for success, pages 10-13
 Heads up, pages 14-19
 Experts' guidance helps set up Soldiers for success at PLDC, pages 14-16



PLDC train-up tips from the experts, page 17
 Experience is the key at JRTC, pages 18-19
 It's all about family, pages 20-21
 Soldiers can save lives one pint at a time, pages 22-23
 Valuable information for Soldiers is only a CALL away, page 24
 History of SMA is squared away in new book, page 25
 AFRCs offer world-class accommodations at economical rates, pages 26-27
 Survey says... Readers comment on their *Journal*, pages 28-29
 Roll Call of the Fallen, page 32

January 2004 – SMA Tilley bids farewell

SMA Tilley: SMA bids farewell, page 1
 Tilley leaves behind legacy of taking care of Soldiers, pages 6-9
 Wanted: Self-motivated NCOs to build the Army's next generation, pages 10-11
 Soldiers, NCOs compete to see who's the Army's best, pages 12-16
 Managing risk involves more than just assessment, pages 17-19
 Your faith and the mission: Finding the delicate balance, pages 20-21
 Retirement: Are you ready for the transition?, pages 22-25
 Soldiers now have OneStop™ for Army housing, pages 26
 Photo Journal, page 27
 Reflections on our past and looking toward the future, page 31
 Roll Call of the Fallen, page 32



April 2004 – SMA Preston settles in

SMA Preston stresses focus, fight, win, page 1
 SMA Preston takes charge, page 6-7
 Living up to the legend: Sgt. Morales, Sgt. Audie Murphy clubs recognize today's best NCOs, page 8-10
 New *Soldier's Guide* now available, page 11
 Suicide: Combating the unseen enemy, pages 12-13
 Training helps leaders 'ASIST' Soldiers in crisis, page 14
 Army One Source provides help for almost anything, page 15
 Watch your step, pages 16-19
 Driving safely home, pages 20-23
 Married to the Military, pages 24-26
 It's your future; vote for it, pages 27-28
 HOOAH4Health offers credible source for information, page 29
 Commentary: Where do you need to be to show your leadership, page 31
 Roll Call of the Fallen, page 32



Letters

Thanks for the books

Thank you so much for the copies of the Sergeant Major of the Army books you sent me. I am in the process of reading them both and will take them on a future trip so I may read on the airplane.

I read with interest about the two sergeants major of the Army I served with in that office, SMA [George] Dunaway and SMA [Silas] Copeland. I well remember how those two had a real concern for the American Soldier and how each wanted to do all they could to take care of them. The comment about SMA Dunaway paying for his wife's travel until someone in the system indicated the Army would take care of her travel was a true story. I made the reservations for her.

The early sergeants major of the Army really had to break new ground in that position and the system in place made it so very hard at times. Because of their past relationships with some great commanders that were then serving in the Pentagon, they got things done for Soldiers. The attitude of some of the officers there was that no sergeant major should have the power and access to the chief of staff as they did. We are thankful there were great four-star generals serving in that position that didn't foster that same thought. One day I may put down on paper the behind the scenes work that went on to accomplish good things for the Soldier and the true concern those first sergeants major of the Army had for the little boots on the ground Soldier.

Anyway, thanks for the books and I will always support the *NCO Journal*. I read each copy with interest each time we get one here in Alaska G3.

*Bobby W. Alexander
Force Integration Div. G3
Fort Richardson, Alaska*

Proper probing

In the April 2004 edition on page 18 you show a sergeant probing for land mines. He is holding the probe incorrectly. The probe should be held so that if the probe was to come in contact with a mine it would slide through your palm. The way he is holding the probe does not allow the probe to slide and could cause the mine to detonate.

*Sgt. 1st Class Robert A. Rhodes
Recruiting & Retention NCO
California Army National Guard*

Seeking BNCOC information

I don't get the opportunity to read each issue of the *Journal*, but when I get lucky and find a copy I am always impressed with the quality and professionalism of it. You all deserve recognition for producing a great publication.

I have been mobilized since March of 2003. During this time I have been promoted to staff sergeant. I am proud of my

accomplishment but don't feel [like] a real staff sergeant since I have not been to BNCOC yet. I have asked everyone at my unit if they have any information on it and no one has. I have looked at all of the Army Web sites I can think of for attending BNCOC and the best I could find was a packing list.

Can you please help? I want to excel at BNCOC and am looking for a list of manuals and material that I can study and prepare myself with. I would be grateful for the information you could provide. There is lots of information about PLDC and help for Soldiers attending it, but little about BNCOC. The information I am asking for would make a great article in the *Journal* and help advance our fellow Soldiers.

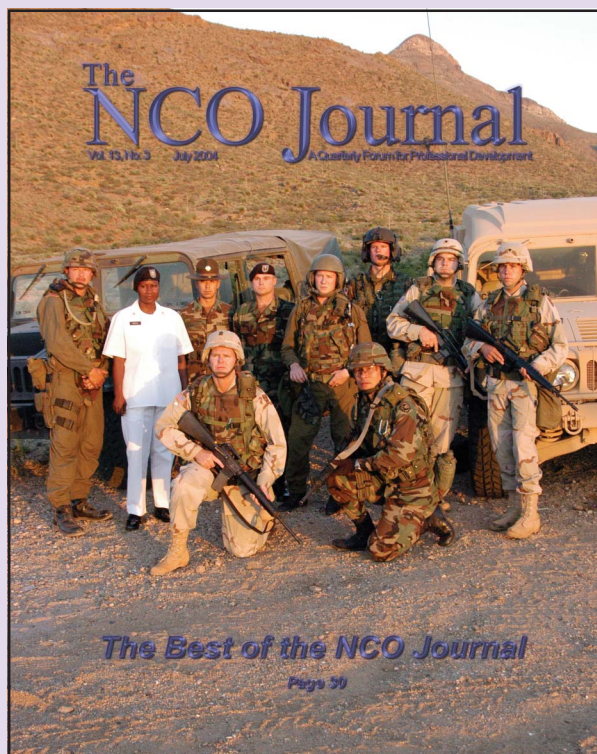
*Staff Sgt. Eric Kritz
San Bernardino, Calif.*

(Editor's note: While BNCOC and ANCO are scheduled for some changes in the near future, Sgt. Maj. Agnes Bennett-Green, chief of ANCO, BNCOC and Battle Staff course development, at the U.S. Army Sergeants Major Academy, said you can access all the latest information on BNCOC, including all the course information and lessons at <http://usasma.bliss.army.mil/BNCOC>.)

Who should run PT?

I have a professional development question that I would like to put up for discussion concerning NCO business. Ever since I've been in the Army there has been an NCO in front of the Physical Fitness Training (PT) formation conducting PT. I've seen situations when the first sergeant would run officers out of his PT formation requesting that they do PT with the other officers or by themselves. I've also seen where an officer would try to call cadence on a company run and the first sergeant would get upset with the NCOs for letting an officer call cadence. Now being a staff sergeant with 11 years in the Army I'm enforcing those same standards concerning PT to the young NCOs that I come across or lead. The other day I had to speak to the commander in reference to him telling the NCOs what's going to be on the PT training schedule, coming out and doing PT with the company, taking control of the runs and telling us where and how far to run. During my discussion with him he stated that there is nowhere in an Army regulation that states NCOs are responsible for PT. I responded back with "You're right Sir, but it's a custom (unwritten rule) that NCOs control the PT program and has been for decades." Reading the *NCO Guide*, FM 7-22-7, it states that NCOs are responsible for individual training and officers are responsible for collective training. My question to the field is, is squad/platoon/company PT considered a collective training event that officers should be responsible for or is this an NCO responsibility? Thanks for your help.

*Staff Sgt. Steven C. Cooper
Headquarters and Headquarters Company,
1st Battalion, 26th Infantry Regiment*



Departing editor encourages NCOs to continue their support of the *Journal*

We hope you've enjoyed this issue of the *Journal*. This is the largest issue in the *Journal's* 13-year history. This issue has been a labor of love, so to speak. The guise of looking through the back issues for stories that are still pertinent to today's force gave me an excuse to look back and see how much our NCO Corps has evolved in the last 13 years.

Five sergeants major of the Army have come and gone. The *Soldier's Guide* and *NCO Guide* have been rewritten. The Army has totally changed how we go to war and what the unit looks like when it gets there.

But, looking back at those early issues, I read several articles that are still pertinent to our NCO Corps today. Among the most interesting were the stories explaining how centralized promotion boards are conducted and how to prepare for promotion. Sgt. Maj. Deborah Seimer put in a lot of effort to update those articles and give NCOs the most up-to-date information possible.

Other stories addressed some of the more intangible aspects of an NCO's job. Articles like "How do you set their souls on fire?" address the age-old question of how to motivate your Soldiers. Another, Master Sgt. Christine Seitzinger's article, "Mentoring prepares Soldiers to be tomorrow's leaders," was first printed in the Spring 1992 edition of the *NCO Journal*. Seitzinger's story has not been updated. There was no need. Her message is just as important and pertinent today as it was 12 years ago.

This issue holds particular significance for me, as it is my last issue as the editor of your *Journal*. I will be moving on – though not far, geographically. I am leaving the editor's job to attend Class 55 of the Sergeants Major Course.

This has been a unique and very rewarding assignment for me. As you may know, the *NCO Journal* staff is assigned to the U. S. Army Sergeants Major Academy, hence, my comment about not moving far. When I first signed in to the Academy, a lot of Soldiers asked me why the *Journal* offices were at the Academy, instead of closer to the Army leadership at the Pentagon. At the time, I couldn't give them a good answer. Now, I can.

The Academy is the Army equivalent of an ivy-league college. The Academy's staff and faculty include more than 150 sergeants major and retired sergeants major. When you add in the librarians, health promotions officer, chaplain and about 700 Sergeants Major Course students that are usually in residence, you have probably the most comprehensive network of Army resources and know-how ever compiled. And, believe me; we have tapped into those resources. In addition to their wealth of institutional knowledge, they have shown an infinite amount of patience in working with me and the rest of the *Journal* staff.

On the other side of the coin are all the people at Department of the Army who have assisted us. From Sergeants Maj. of the Army Jack Tilley and Kenneth Preston and their staffs to the Human Resources Command, we have been very fortunate to have so many people who have gone the extra mile to provide us with current information. Thank you, one and all, for your great support and professionalism.

I also want to thank the *NCO Journal* staff: Mr. Dave Crozier, managing editor; Sgt. Chad Jones, photojournalist; and Sgt. Jimmy Norris, photojournalist. This is also Norris' last issue. After winning honorable mention in the DA Journalist of the Year and Sportswriting competitions, Norris is being reassigned as the editor of the 19th Theater Support Command's magazine.

And, last but not least, I would like to introduce the new *NCO Journal* editor, Master Sgt. Susanna Harper. Harper is reporting in from the 21st Theater Support Command in Kaiserslautern, Germany. If you all give her the same great support you've given me, I know she will do a great job with the *Journal*.

Thank you all for making this a wonderful, rewarding assignment and for helping us make the *Journal* a better publication. Always remember, this is your *Journal*.

Master Sgt. Lisa Hunter
Editor

Roll call

o f t h e f a l l e n

Operation Iraqi Freedom

Pfc. John D. Amos II, 22, Valparaiso, Ind., April 4, 2004 ♦ Spc. Robert R. Arsiaga, 25, San Antonio, Texas, April 4, 2004 ♦ Pfc. Shawn M. Atkins, 20, Parker, Colo., June 14, 2004 ♦ Sgt. Sherwood R. Baker, 30, Plymouth, Pa., April 26, 2004 ♦ 1st Lt. Kenneth Michael Ballard, 26, Mountain View, Calif., May 30, 2004 ♦ Spc. Alan N. Bean Jr., 22, Bridport, Vt., May 25, 2004 ♦ Spc. Beau R. Beaulieu, 20, Lisbon, Maine, May 24, 2004 ♦ Spc. James L. Beckstrand, 27, Escondido, Calif., April 29, 2004 ♦ Command Sgt. Maj. Edward C. Barnhill, 50, Shreveport, La., May 14, 2004 ♦ Staff Sgt. Hesley Box, Jr., 24, Nashville, Ark., May 6, 2004 ♦ Sgt. 1st Class Bradley C. Fox, 34, Orlando, Fla., April 20, 2004 ♦ Staff Sgt. Stacey C. Brandon, 35, Hazen, Ark., April 24, 2004 ♦ Spc. Kyle A. Brinlee, 21, Pryor, Okla., May 11, 2004 ♦ Staff Sgt. Cory W. Brooks, 32, Philip, S.D., April 24, 2004 ♦ Pfc. Nathan P. Brown, 21, South Glens Falls, N.Y., April 11, 2004 ♦ Spc. Philip D. Brown, 21, Jamestown, N.D., May 8, 2004 ♦ Pfc. Jesse R. Buryj, 21, Canton, Ohio, May 5, 2004 ♦ Spc. Michael C. Campbell, 34, Marshfield, Mo., May 19, 2004 ♦ Sgt. Ryan M. Campbell, 25, Kirksville, Mo., April 29, 2004 ♦ Spc. Marvin A. Camposiles, 25, Austell, Ga., April 17, 2004 ♦ Spc. Ervin Caradine, Jr., 33, Memphis, Tenn., May 2, 2004 ♦ Spc. Adolfo C. Carballo, 20, Houston, Texas, April 10, 2004 ♦ Staff Sgt. Edward W. Carmen, 27, McKeesport, Pa., April 17, 2004 ♦ Sgt. Frank T. Carvill, 51, Carlstadt, N.J., June 4, 2004 ♦ Spc. Ahmed A. Cason, 24, McCalla, Ala., April 4, 2004 ♦ Pfc. Thomas D. Caughman, 20, Lexington, S.C., June 9, 2004 ♦ Staff Sgt. William D. Chaney, 59, Schaumburg, Ill., May 18, 2004 ♦ Sgt. Yihjyh L. Chen, 31, Saipan, Marianas Protectorate, April 4, 2004 ♦ Pvt. Bradli N. Coleman, 19, Ford City, Pa., May 30, 2004 ♦ Chief Warrant Officer Lawrence S. Colton, 32, Oklahoma City, Okla., April 11, 2004 ♦ 2nd Lt. Leonard M. Cowherd, 22, Culpeper, Va., May 16, 2004 ♦ Sgt. Bud Cronkrite, 22, Spring Valley, Calif., May 14, 2004 ♦ Spc. Carl F. Curran, 22, Union City, Pa., May 16, 2004 ♦ Pfc. Norman Darling, 29, Middleboro, Mass., April 29, 2004 ♦ Pvt. Brandon L. Davis, 20, Cumberland, Md., March 31, 2004 ♦ Staff Sgt. Jeffrey F. Dayton, Caledonia, Miss., April 29, 2004 ♦ Sgt. Felix M. Delgreco, 22, Simsbury, Conn., April 9, 2004 ♦ Spc. Jeremy M. Dimaranan, 29, Virginia Beach, Va., June 16, 2004 ♦ Spc. Ryan E. Doltz, 26, Mine Hill, N.J., June 5, 2004 ♦ Pvt. Jeremy L. Drexler, 23, Topeka, Kan., May 2, 2004 ♦ Spc. Christopher M. Duffy, 26, Brick, N.J., June 4, 2004 ♦ Sgt. William C. Eckhart, 25, Rocksprings, Texas, April 10, 2004 ♦ Pfc. Shawn C. Edwards, 20, Bensenville, Ill., April 23, 2004 ♦ Sgt. Aaron C. Elandt, 23, Lowell, Mich., May 30, 2004 ♦ Spc. Peter G. Enos, 24, South Dartmouth, Mass., April 9, 2004 ♦ Sgt. Adam Estep, 23, Campbell, Calif., April 29, 2004 ♦ Pfc. Jeremy Ricardo Ewing, 22, Miami, Fla., April 29, 2004 ♦ Sgt. Justin L. Eyerly, 32, Salem, Ore., June 4, 2004 ♦ Capt. Arthur L. Felder, 36, Lewisville, Ark., April 24, 2004 ♦ Spc. Tyanna S. Felder, 22, Bridgeport, Conn., April 7, 2004 ♦ Master Sgt. Richard L. Ferguson, 45, Conway, N.H., March 30, 2004 ♦ Chief Warrant Officer Wesley C. Fortenberry, 38, Woodville, Texas, April 11, 2004 ♦ Sgt. 1st Class Bradley Fox, 34, Orlando, Fla., April 20, 2004 ♦ Spc. Adam D. Froehlich, 21, Pine Hill, N.J., March 25, 2004 ♦ Sgt. Landis W. Garrison, 23, Rapids City, Ill., April 29, 2004 ♦ Staff Sgt. Joseph P. Garyantes, 34, Rehoboth, Del., May 18, 2004 ♦ Spc. Israel Garza, 25, Lubbock, Texas, April 4, 2004 ♦ Spc. Christopher D. Gelineau, 23, Portland, Maine, April 20, 2004 ♦ Pfc. Gregory R. Goodrich, 37, Bartonville, Ill., April 9, 2004 ♦ Sgt. Jamie A. Gray, 29, Montpelier, Vt., June 7, 2004 ♦ Sgt. James W. Harlan, 44, Owensboro, Ky., May 14, 2004 ♦ Sgt. Johnathan N. Hartman, 27, Jacksonville, Fla., April 17, 2004 ♦ 1st Lt. Robert Henderson II, 33, Alvaton, Ky., April 17, 2004 ♦ Pfc. Clayton W. Henson, 20, Stanton, Texas, April 17, 2004 ♦ Spc. Jacob Herring, 21, Kirkland, Wash., April 28, 2004 ♦ Spc. Stephen D. Hiller, 25, Opelika, Ala., April 4, 2004 ♦ Pfc. Melissa J. Hobart, 22, Ladson, S.C., June 6, 2004 ♦ Spc. James J. Holmes, 28, East Grand Forks, Minn., May 8, 2004 ♦ Spc. Jeremiah J. Holmes, 27, North Berwick, Maine, March 29, 2004 ♦ Staff Sgt. Jeremy R. Horton, 24, Carney's Point, Pa., May 21, 2004 ♦ Pfc. Christopher E. Hudson, 21, Carmel, Ind., March 21, 2004 ♦ 1st Lt. Doyle M. Hufstедler, 25, Abilene, Texas, March 31, 2004 ♦ Pfc. Leslie D. Jackson, 18, Richmond, Va., May 20, 2004 ♦ Command Sgt. Maj. Dennis Jallah, Jr., 49, Fayetteville, N.C., March 28, 2004 ♦ Spc. Justin W. Johnson, 22, Rome, Ga., April 10, 2004 ♦ Pfc. Markus J. Johnson, 20, Springfield, Mass., June 1, 2004 ♦ Staff Sgt. Raymond E. Jones Jr., 31, Gainesville, Fla., April 9, 2004 ♦ Cpl. Forest J. Jostes, 22, Albion, Ill., April 4, 2004 ♦ Capt. Humayun S. M. Khan, 27, Bristow, Va., June 8, 2004 ♦ Spc. Michael G. Karr, Jr., 23, San Antonio, Texas, March 31, 2004 ♦ Spc. Mark J. Kasecky, 20, McKees Rocks, Pa., May 16, 2004 ♦ Pfc. Leroy Harris-Kelley, 20, Azusa, Calif., April 20, 2004 ♦ 1st Lt. Christopher J. Kenny, 32, Miami, Fla., May 3, 2004 ♦ Spc. Jonathan R. Kephart, 21, Oil City, Pa., April 9, 2004 ♦ Pfc. Martin W. Kondor, 20, York, Pa., April 29, 2004 ♦ Chief Warrant officer Patrick W. Kordsmeier, 49, North Little Rock, Ark., April 24, 2004 ♦ Sgt. Elmer C. Krause, 40, Greensboro, N.C., April 9, 2004 ♦ Pvt. Dustin L. Kreider, 19, Riverton, Kan., March 21, 2004 ♦ Pfc. Bradley G. Kritzer, 18, Irvona, Pa., May 5, 2004 ♦ Sgt. 1st Class William W. Labadie Jr., 45, Bauxite, Ark., April 7, 2004 ♦ Sgt. Joshua S. Ladd, 20, Fort Gibson, Miss., May 1, 2004 ♦ Pfc. James P. Lambert, 23, New Orleans, La., May 25, 2004 ♦ Spc. Scott Q. Larson Jr., 22, Houston, Texas, April 5, 2004 ♦ Staff Sgt. Rene Ledesma, 34, Abilene, Texas, May 15, 2004 ♦ Spc. Justin W. Linden, 22, Portland, Ore., June 4, 2004 ♦ Pfc. Jason C. Ludlam, 22, Arlington, Texas, March 19, 2004 ♦ Staff Sgt. Toby W. Mallet, 26, Kaplan, La., April 9, 2004 ♦ Pfc. Lyndon A. Marcus, Jr., 21, Long Beach, Calif., May 3, 2004 ♦ Spc. James E. Marshall, 19, Tulsa, Okla., May 5, 2004 ♦ Sgt. Arthur S. Mastrapa, 35, Apopka, Fla., June 26, 2004 ♦ Spc. Clint Richard Matthews, 31, Bedford, Pa., March 19, 2004 ♦ 1st Lt. Erik S. McCrae, 25, Portland, Ore., June 4, 2004 ♦ Spc. Michael A. McGlothlin, 21, Milwaukee, Wis., April 17, 2004 ♦ Spc. David M. McKeever, 25, Buffalo, N.Y., April 5, 2004 ♦ Spc. Eric S. McKinley, 24, Corvallis, Ore., June 13, 2004 ♦ Staff Sgt. Don S. McMahan, 31, Nashville, Tenn., April 9, 2004 ♦ Staff Sgt. Oscar D. Vargas-Medina, 32, Chicago, Ill., May 1, 2004 ♦ Spc. Kenneth A. Melton, 30, Westplains, Mo., April 25, 2004 ♦ DA Civ. Emad Mikha, 44, Sterling Heights, Mich., April 3, 2004 ♦ Pfc. Bruce

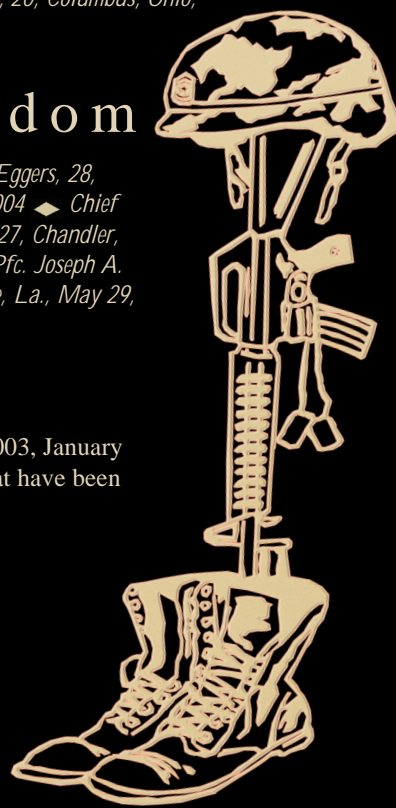
Miller, Jr., 23, Orange, N.J., March 19, 2004 ♦ Sgt. 1st Class Marvin L. Miller, 38, Dunn, N.C., April 7, 2004 ♦ Sgt. 1st Class Troy Miranda, 44, DeQueen, Ark., May 20, 2004 ♦ Sgt. Michael W. Mitchell, 25, Porterville, Calif., April 4, 2004 ♦ Spc. Sean R. Mitchell, 24, Youngsville, Pa., March 31, 2004 ♦ Sgt. Melvin Y. Mora, 27, Columbia, Mo., June 6, 2004 ♦ Pfc. Michael A. Mora, 19, Arroyo Grande, Calif., May 14, 2004 ♦ Sgt. Gerardo Moreno, 23, Terrell, Texas, April 6, 2004 ♦ Spc. Dennis B. Morgan, 22, Valentine, Neb., April 17, 2004 ♦ Sgt. Rodney A. Murray, 28, Ayden, N.C., May 9, 2004 ♦ Spc. Isaac Michael Nieves, 20, Unadilla, N.Y., April 8, 2004 ♦ Spc. Marcos O. Nolasco, 34, Chino, Calif., May 18, 2004 ♦ Staff Sgt. Todd E. Nunes, 29, Chapel Hills, Tenn., May 2, 2004 ♦ Spc. Charles E. Odums II, 22, Sandusky, Ohio, May 30, 2004 ♦ Spc. Ramon C. Ojeda, 22, Ramona, Calif., May 1, 2004 ♦ Staff Sgt. Billy J. Orton, 41, Humnoke, Ark., April 24, 2004 ♦ Staff Sgt. Esau G. Patterson, Jr., 25, Ridgeland, S.C., April 29, 2004 ♦ Staff Sgt. Abraham D. Penamedina, 32, Los Angeles, Calif., April 27, 2004 ♦ Staff Sgt. Erickson H. Petty, 28, Fort Gibson, Okla., May 3, 2004 ♦ Sgt. Christopher Ramirez, 34, McAllen, Texas, April 14, 2004 ♦ Pfc. Cleston C. Raney, 20, Rupert, Idaho, March 31, 2004 ♦ Pfc. Ryan E. Reed, 20, Colorado Springs, Colo., April 29, 2004 ♦ Staff Sgt. George S. Rentschler, 31, Louisville, Ky., April 7, 2004 ♦ Spc. Jeremy L. Ridlen, 23, Paris, Ill., May 23, 2004 ♦ Spc. Frank K. Rivers Jr., 23, Woodbridge, Va., April 14, 2004 ♦ Spc. Phillip G. Rogers, 23, Gresham, Ore., April 4, 2004 ♦ Staff Sgt. Victor A. Rosaleslomeli, 29, Westminster, Calif., April 13, 2004 ♦ Pfc. Richard H. Rosas, 21, Saint Louis, Mich., May 25, 2004 ♦ Sgt. Lawrence A. Roukey, 33, Westbrook, Maine, April 26, 2004 ♦ Spc. Isela Rubalcava, 25, El Paso, Texas, May 8, 2004 ♦ Spc. Matthew J. Sandri, 24, Shamokin, Pa., March 20, 2004 ♦ Capt. Robert C. Scheetz Jr., 31, Dothan, Ala., May 30, 2004 ♦ Spc. Justin B. Schmidt, 23, Bradenton, Fla., April 29, 2004 ♦ Pfc. Sean M. Schneider, 22, Janesville, Wis., March 29, 2004 ♦ SSgt. Wentz Jerome Henry Shanaberger III, 33, Naples, Fla., March 24, 2004 ♦ Spc. Jeffrey R. Shaver, 26, Maple Valley, Wash., May 21, 2004 ♦ Spc. Casey Sheehan, 24, Vacaville, Calif., April 4, 2004 ♦ Sgt. Kevin F. Sheehan, 36, Milton, Vt., May 25, 2004 ♦ Spc. Philip I. Spakosky, 25, Browns Mill, N.J., May 14, 2004 ♦ Sgt. Marvin R. Sprayberry, III, 24, Tehachapi, Calif., May 3, 2004 ♦ Sgt. Maj. Michael B. Stack, 48, Lake City, S.C., April 11, 2004 ♦ Pfc. William R. Strange, 19, Adrian, Ga., April 2, 2004 ♦ Maj. Paul R. Syverson III, 32, Lake Zurich, Ill. June 16, 2004 ♦ Maj. Mark D. Taylor, 41, Stockton, Calif., March 20, 2004 ♦ Staff Sgt. Kendall Thomas, 36, St. Thomas, Virgin Islands, April 28, 2004 ♦ Sgt. Humberto F. Timoteo, 25, Newark, N.J., June 5, 2004 ♦ Capt. John E. Tipton, 32, Fort Walton Beach, Fla., May 2, 2004 ♦ Sgt. Lee D. Todacheene, 29, Farmington, Md., April 6, 2004 ♦ Spc. Richard K. Trevithick, 20, Gaines, Mich., April 14, 2004 ♦ Pfc. Andrew L. Tuazon, 21, Chesapeake, Va., May 10, 2004 ♦ Pfc. Daniel P. Unger, 19, Exeter, Calif., May 25, 2004 ♦ Spc. Allen J. Vandayburg, 20, Mansfield, Ohio, April 9, 2004 ♦ 1st Lt. Michael W. Vega, 41, Lathrop, Calif., March 20, 2004 ♦ Pfc. Brandon J. Wadman, West Palm Beach, Fla., May 5, 2004 ♦ Sgt. Gregory L. Wahl, 30, Salisbury, N.C., May 3, 2004 ♦ Pfc. Marquis A. Whitaker, 20, Columbus, Ga., April 27, 2004 ♦ Spc. Chase R. Whitman, 21, Oregon, May 8, 2004 ♦ Spc. Michael J. Wiesemann, 20, North Judson, Ind., May 29, 2004 ♦ Spc. Trevor A. Wine, 22, Orange, Calif., May 1, 2004 ♦ Spc. Michelle M. Witmer, 20, New Berlin, Wis., April 9, 2004 ♦ Pfc. Owen D. Witt, 20, Sand Springs, Mont., May 24, 2004 ♦ Sgt. Brian M. Wood, 21, Torrance, Calif., April 16, 2004 ♦ Pfc. Nicholas E. Zimmer, 20, Columbus, Ohio, May 30, 2004

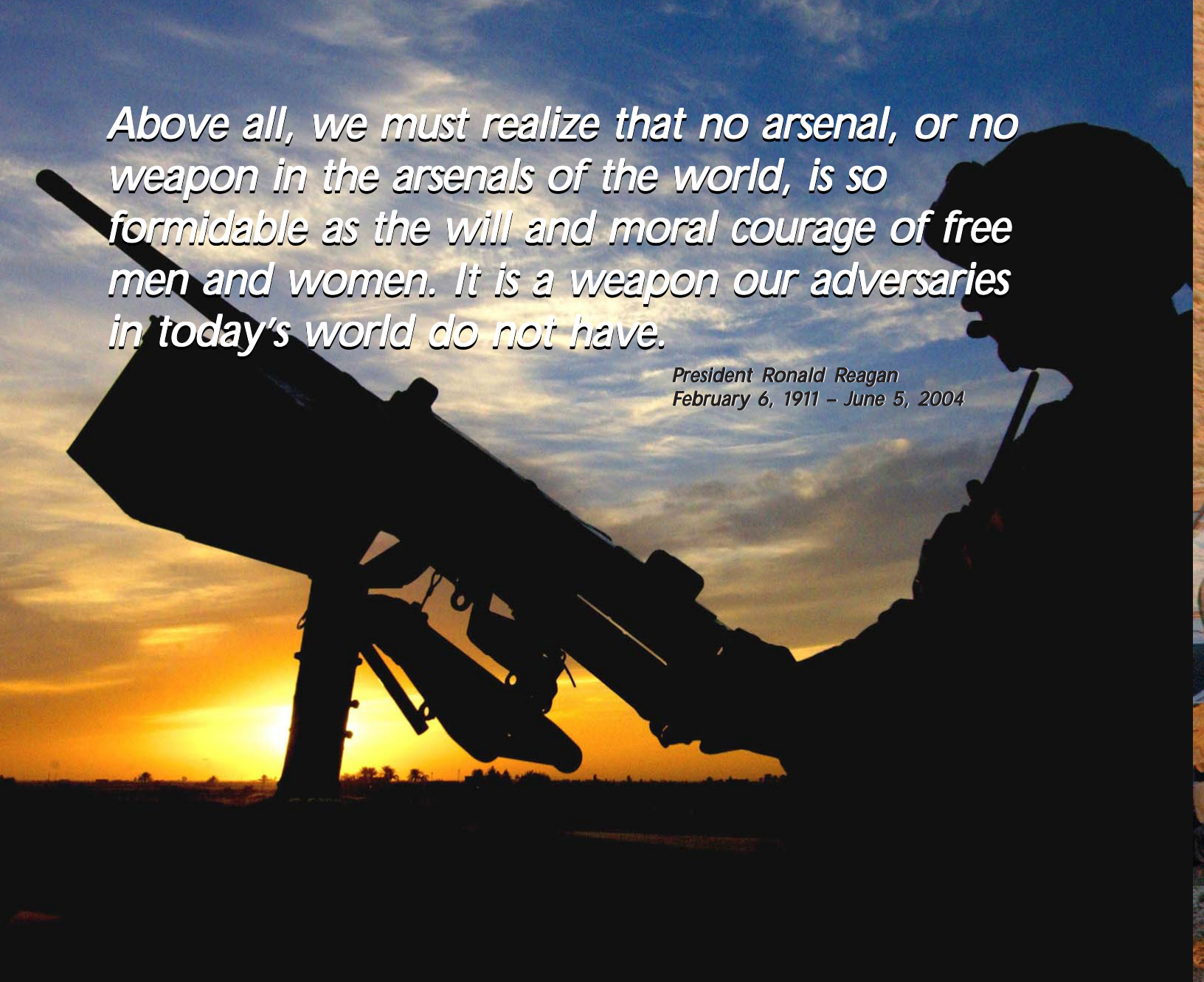
Operation Enduring Freedom

Master Sgt. Herbert R. Claunch, 58, Wetumpka, Ala., April 18, 2004 ♦ Capt. Daniel W. Eggers, 28, Cape Coral, Fla., May 29, 2004 ♦ Cpl. David M. Fraise, 24, New Orleans, La., June 7, 2004 ♦ Chief Warrant Officer Bruce E. Price, 37, Maryland, May 15, 2004 ♦ Spc. Patrick D. Tillman, 27, Chandler, Ariz., April 22, 2004 ♦ Spc. Phillip L. Witkowski, 24, Fredonia, N.Y., May 1, 2004 ♦ Pfc. Joseph A. Jeffries, 21, Beaverton, Ore., May 29, 2004 ♦ Staff Sgt. Robert J. Mogensen, 26, Leesville, La., May 29, 2004

(Editor's note: This list is a continuation of previous lists printed in the October 2003, January 2004 and April 2004 issues. The names that appear in this Honor Roll are those that have been released since March. 21, 2004 and are current as of June 21, 2004.)

*You Are Not
Forgotten*





Above all, we must realize that no arsenal, or no weapon in the arsenals of the world, is so formidable as the will and moral courage of free men and women. It is a weapon our adversaries in today's world do not have.

*President Ronald Reagan
February 6, 1911 – June 5, 2004*

Department of Defense photo

A 1st Infantry Division Soldier operating from the Logistics Support Area Anaconda maintains security as the sun sets near Balad, Iraq.

DEPARTMENT OF THE ARMY
U.S. ARMY PUBLISHING AGENCY
DISTRIBUTION OPERATIONS FACILITY
1655 WOODSON RD
ST LOUIS, MO 63114-6128
OFFICIAL BUSINESS

PRESORT STD
U.S. POSTAGE
PAID
ST LOUIS, MO
PERMIT NO 5222